

Sales Management

For Sales and Advertising Executives



In This Issue: Selling to the Shoe and Leather Industry

Willys-Overland's Sales Come-Back

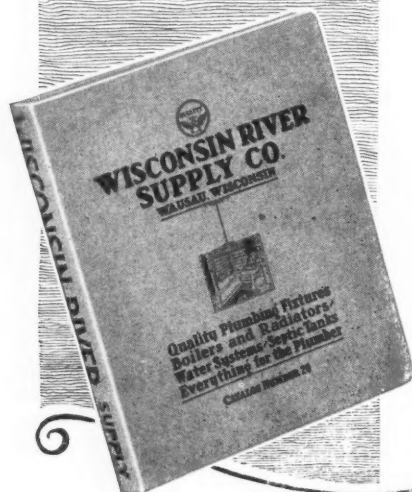
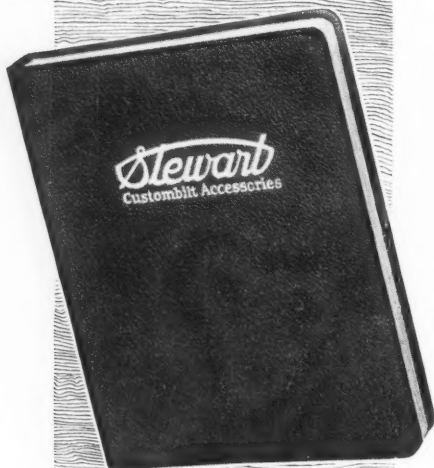
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Thousand Prospects

A Dartnell



Publication



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Sales Management

*Published Every-Other-Saturday for Those
Marketing Through National Sales Organizations*

VOLUME NINE Established 1918 by The Dartnell Corporation NUMBER THIRTEEN

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Courtesy The Pullman Company.

Announcement has been made of the purchase of Huyler's candy business by a southern syndicate, headed by RUDOLF S. HECHT, president of the Hibernia Bank and Trust Company of New Orleans. Among the individuals associated with Mr. Hecht are FRED W. EVANS of New Orleans; IRVIN FUERST of New York; PERCY H. JOHNSON, president of the Chemical National Bank of New York; and H. B. BARUSCH of Henry Hentz & Company, New York. Mr. Hecht will be chairman of the board, and Mr. Fuerst will be president in charge of operations and management of the business when it is taken over on January 2. Executive offices and main factories will remain in New York.

The American Lithographic Company, New York, announces the appointment of F. H. KREAMER as executive assistant to the president. Mr. Kreamer has for some years been sales manager, and is succeeded in that capacity by H. P. WARWICK, who has been promotion manager and assistant sales manager.

GEORGE W. HILL has been elected president of the American Tobacco Company, New York City, to succeed his father, the late PERCIVAL S. HILL. The late Mr. Hill was a subscriber of long standing and an interested reader of *Sales Management*.

J. ELMER BOOTH has been made sales manager for the Robeson Rochester Corporation, Rochester, makers of "Shuredge" cutlery, and "Royal-Rochester" metalware. Until this appointment the sales department was under the supervision of L. S. FOULKES, vice president.

Detroit interests connected with JOHN N. WILLYS, president of the Willys-Overland Company, have acquired control of the F. B. Stearns Motor Car Company of Cleveland, through the purchase of the stock of President GEORGE W. BOOKER and other large stockholders.

R. G. TIFFANY, who joined the Chicago Cadillac organization in 1912 as service manager, has been made general manager to succeed H. M. STEPHENS, who goes to Detroit to become general manager of the factory. In 1922 he was made sales manager and at the time of the present appointment held the position of general sales manager.

ROSS H. WILSON, for the past two years advertising manager for the W. A. Sheaffer Pen Company, Fort Madison, Iowa, has resigned to become associated with Ansco Photoproducts, Binghamton, New York, as sales promotion manager.

HOWARD A. COFFIN, formerly secretary of the Detroit Pressed Steel Company, makers of Distel automobile wheels, has been made vice president of the White Star Refining Company, Detroit, Staroline petroleum products.

C. J. MOONEY has resigned as export manager of The Mennen Company to become export sales manager of the Firestone-Apsley Rubber Company, Hudson, Massachusetts. Mr. Mooney has been in direct and associated charge of the export activities of the Waltham Watch Company, the A. S. Hinds Company, The Mennen Company and The Carter's Ink Company.

The name of the Hurley Machine Company, Chicago, is to be changed to the Electric Household Utilities Corporation, at a meeting of the stockholders on December 28, 1925.

STANLEY C. CLINE, for the past three years sales manager of the Gabriel Snubber Company, Chicago distributor for the Gabriel snubbers, has been made assistant sales manager of The Gabriel Snubber Manufacturing Company, Cleveland, Ohio.

H. E. WEBSTER, secretary and purchasing agent for Pratt & Lambert, Inc., Buffalo, has been elected a director of the company. Mr. Webster joined the Pratt & Lambert organization eighteen years ago.

F. B. RILEY, manager of the cabinet division of the Kelvinator Corporation, Detroit, and at one time sales manager for the Refrigerator Engineering Company, and more recently president of the Toledo Coldmaker Corporation, has been appointed general manager of the commercial division of the Servel Corporation.

H. R. HITCHCOCK has resigned as general manager of the A. S. Boyle Company, Chicago, manufacturers of Old English Wax. Mr. Hitchcock has not announced his plans for the future except that he will spend this winter at Asheville, North Carolina.

Sales Management

A Dartnell  Publication

Volume Nine

Chicago, December 26, 1925

Number Thirteen

Sales Jumped—Costs Dropped, When

We Learned What We Had to Sell

Once It Required Four Years to Put a Salesman on a Paying Basis—Now We Do It in Six Months and Make a Better Job of It

By Charles E. Arnott

Vice President, Vacuum Oil Company, New York City

KNOWING our business better has been the principal factor that has built our business during the past dozen years into a world-wide marketing effort of vast proportions. Our volume during that period has more than doubled.

The study we made and the sales training program we built up not only resulted in a double volume of sales, but made possible material economies in manufacture by cutting down the number of brands sold, and enabled us to train men into real producers within six months, where formerly it had taken four years.

Fifteen or twenty years ago, our own company's knowledge of the service rendered by our products was very inexact. Every product for sale in an industrial market is used in connection with other products made by other firms. Our product was used with machinery, all the kinds of machinery by American, German, English, French, Swedish, and other makers, and used in countries and colonies all over the world. Our business was world-wide. We had warehouses in every principal port selling lubrication to users of all kinds of machinery. Study on such a vast scale might be thought an

impossibility. Yet we started out to classify machinery—and what an undertaking it was!

The required knowledge lay among our own men if it lay anywhere. For all of our men had run up against hundreds of uses for our product in years of experience. But their knowledge, scattered and unassembled, was worth only a fraction of its potential value if gathered and made definite.

All our chief executives and all our leading engineers from all over the world held a meeting in Europe. There, in the open meeting, we made our studies on great blackboards. We would start with a type of machinery, such as gas engines. We put down every type of gas engine manufactured in England, we will say; then would follow their various specifications. Then we would take some other country—the United States, or France, or Germany—and we would analyze on the blackboard the construction, operating conditions and lubricating requirements of every type of gas engine.

And the differences began to disappear! Likenesses began to appear and fell into form. Classification of gas engines alone took days. Then we went on from one

type of machinery to another—steam engines, Diesel engines, turbines, air compressors, electrical machinery—every kind was classified and analyzed. In the light of discussion at the meeting it soon became evident that those broad classes divided themselves into groups, dependent upon size, work to be done, and other fundamental factors of construction and operation.

From standardization of equipment we went on to standardization of oils for their lubrication. It sounds easy now, but it was far from an easy thing to accomplish.

Individual branches and individual salesmen had their favorite oils which they recommended and sold. We found that for one given piece of machinery our people in one country would be selling one brand of oil, while those in an adjoining country would be selling quite a different brand of oil. All over the world a dozen or more oils might be sold for the same type of machine, each office believing thoroughly that the oil they were selling was best for the purpose.

Every engineer and every general executive thought his point of view the right one. It was a case of give and take, harmonizing of

viewpoints, threshing things out in an open meeting, until gradually we arrived at certain standards, certain fundamental truths that enabled us to reach agreements on what was the correct oil to meet certain requirements of construction and conditions of operation.

And with this had come a feeling that this state of affairs was bound to exist. Each warehouse, each salesman and each customer, almost, must have his own brand or at least a pet brand. We had three or four hundred brands and their number was constantly increasing.

Our study brought about a big reduction in brands. We concentrated on these fewer brands, allowing the plants to run on each of them steadily. Large savings resulted from steady manufacturing operations, and from economies in warehousing and shipping.

Consumers could now get a product as good or better for less money.

Scientific correctness, however, did not mean immediate acceptance by salesmen.

Our business simply cannot be reduced "to a science for sales people." One of our men said, "What fits one customer's case may not fit the next man's at all. Or at least, he will think it won't. And we have to sell what he wants. The choice of brands is largely up to the customer."

Lower Operating Costs

But should it be up to the customer? The average customer had made no such study of lubrication as we had commenced to make. If he heard an authoritative voice on what was really best for him, and had faith in the scientific impartiality of that voice, he would be glad to leave his problems up to someone who knew. The only man a customer came in contact with was the salesman.

So we decided to give the salesmen a better, wider training. To do that we had first to continue our executive study and training. It was a vast undertaking to train all our executives and salesmen, but it was worth while because we reached a vast industrial market.

Starting from this meeting we began writing analyses of these

various types of machinery, their construction, their operation and their lubrication. These analyses took the form of elaborate illustrated textbooks on various types of machinery. They gave to us, and finally to the public, the first authoritative information that had ever been collected in the oil industry about scientific lubrication. Our studies, undertaken for business purposes, were so impartial, complete and accurate that they are accepted as standard authorities. Many of them are now used as textbooks in technical schools. Many an engineer possesses bound sets of these technical pamphlets as a part of his reference library.

Cooperating with Manufacturers

We then turned to the manufacturer of machinery to gain his endorsement of our recommendations of the correct oil for his machinery. Our success here was quite overwhelming. Builders of machinery were quick to realize the importance of correct lubrication in the efficient operation of their machinery when once that machinery had been sold. They became convinced that our study of lubrication had been thorough and scientific. They concluded that they could properly say to the buyers of their machinery that those machines would operate best if lubricated according to recommendations of our company. We have today hundreds of builders of machinery in this country and in other countries making that recommendation in one way or another to the purchasers of their machinery.

This passing on of scientific knowledge of our trade thus made sales easier.

After our study had been going for a year or two we felt that we did know our business. We had accurate information about our products, and how they could be used. This knowledge was a good basis on which to build men.

We started out to build men. We organized training courses for salesmen and for executives. We started to educate our men to become expert salesmen, using the information about machinery and lubrication which had been com-

plied. Our method was something like this: we would bring together from all over the world individual sales executives and chief engineers, organizing them into classes of twenty or thirty men. These sales executives and engineers would be put through an intensive training period at New York, covering the construction, operation and lubrication of each type of machinery. It was like going to school again. There were study periods, lecture periods, examinations.

Some of our executives at first thought such instruction courses were not in keeping with the dignity of their positions. But we insisted and persisted, and when each of these groups had finished a training period, the men knew more about machinery and its lubrication than they had ever believed possible before.

They went back to their offices in various countries of the world, and then followed the important step. These men, fresh from their training in New York, organized in each branch headquarters similar training courses for their own executives, their own engineers, and their own salesmen.

So the training spread, and we quickly found that we were developing our salesmen into lubrication experts. And instead of taking three or four years, it was taking only a few months. New salesmen came in, went through this training period, went into the field, and became sales producers in a matter of six months.

Training Salesmen

There has been a tradition in the oil business that it took years to make an oil salesman. It had taken us on the average four years to convert a new salesman into a profitable sales producer. Most of our salesmen had been in our employ less time than that, and therefore were only partially trained.

We had a world-wide business. We had warehouses in ports all over the world. We were organizing new distributing offices in many countries with offices and transportation facilities which tied up millions in new capital.

(Continued on page 918)



IMEDIATELY after the depression of 1920, the Willys-Overland Company faced the greatest crisis in the company's history. At this time they stood, together with every other automobile company, on the brink of a new era of competition in the industry: competition in production methods, in price cutting tactics, in aggressive sales and advertising effort. Company stocks fell to a rock-bottom level. The sales department constantly battled rumors that Willys-Overland would fail.

To meet this situation a complete and drastic reorganization of the company was undertaken—a reorganization designed to bring the needed increase in sales and at the same time effect a heavy reduction in expenses. This reorganization, only recently completed, not only pulled the company out of the depression, but restored it to a sound, smooth-running basis and set a new high level record in sales for 1925. The magnitude of the task of such a reorganization is

The reorganization which brought Willys-Overland through the post-war depression and restored the company to a sound, smooth-running basis, made these drastic changes:

- ¶ Eliminated entirely seven division managers and brought all branches under supervision of the home office.
- ¶ Provided a strong sales promotion department.
- ¶ Concentrated advertising effort in territories which showed greatest sales possibilities.
- ¶ Weeded out all weak dealers and obtained strong ones in place of them.
- ¶ Provided a rigid quota system for car sales.

Willys-Overland's Sales Come-Back

By J. F. More

evidenced by the fact that 25,000 employees, from the vice president in charge of sales, down to the retail salesmen, were affected by the changes made. The old organization had functioned well and met the demands of the day satisfactorily, but the time had come for a strategic re-marshaling of

forces to meet the new market conditions, and to cut down rising production costs.

Under the old system the home office personnel consisted of a vice-president in charge of sales, with a high salaried secretary; a sales manager with two assistants; managers of sales promotion, branch operations, statistical, car order, parts and service divisions; and secretaries, clerks and stenographers. In the field organization there were seven division managers, nineteen branch managers, and thirty-eight distributors, the latter being private corporations selling Willys-Knight and Overland cars at wholesale. Under the distributors and the branches were the deal-

ers, and finally the retail salesmen. In the reorganization of the home office the vice-president in charge of sales, together with his secretary and one assistant sales manager, were eliminated from the pay roll. The sales promotion division was reorganized and strengthened until now it is one of the best in

the country. Later, with the increase in the sales of commercial cars, a division was established to direct that phase of company sales. Last year the field inspection division was organized with the chief supervisor as manager.

In the field organization the seven division managers were eliminated and branches and distributors were brought under the direct supervision of the home office. President Willys, who concentrated all his efforts on sales, then directed the reconstruction of the dealer organization. Unsatisfactory dealers who could not stand the pace of increased sales, were eliminated and their franchises were given to more aggressive merchants. Dealers who were handling other cars beside Willys-Knight and Overland, were given the alternative to discontinue the other lines or forfeit their franchises. There were a few exceptions made in this case, however. Dealers caught the spirit of the reorganization and put every effort in revamping their sales staffs toward increasing sales.

A Cut in Prices

The reconstruction of the wholesale organization came more as a result of necessity than of a contemplated plan. A considerable number of distributors were small merchants in control of small territories. During the years of prosperity they were doing well. The few dealers operating under each distributor sold enough cars to insure a fair income to each wholesaler.

But then the bottom fell out of the post-war boom and the price-cutting war began. Instead of worrying over the situation, John N. Willys fell in line, not to follow but to lead, and he brought the prices on Willys-Knight and Overland cars down to levels that his competitors never expected. To do this, it was imperative that expenses be curtailed. At first the home office personnel was reduced, and a number of high-salaried men were permitted to resign. At the same time new systems were inaugurated in the factory to increase production and decrease the overhead.

But the savings derived from these changes were not enough to

enable President Willys to meet the new conditions, even though sales were increasing. So he ordered the reduction of discount percentages. To the smaller distributors this was a blow they could not stand, or they did not want to stand. They were faced with the alternative of increasing their sales by taking on additional territory, or be reduced to the status of dealership.

Unfortunately, a number of them were not in position to expand because they lacked the necessary capital. So they either accepted local retail franchises or left the organization entirely. Several of them joined rival companies, taking an action they regretted later when Willys-Overland sales reached unprecedented levels. Territories thus vacated were placed under more successful distributors or branches.

Division Managers Eliminated

The number of distributors was thus reduced to twenty-two. Later one more was added, bringing the present total to twenty-three. The reorganization necessitated the addition of four branch offices, which now also total twenty-three. Territories controlled by branches and distributors are subdivided into districts, each under a representative.

One of the most significant phases of the reorganization was the elimination of division managers, which brought the branch offices and distributors directly under the home office. The constant vigilance of the home office impelled the branches to put more effort into sales and to contract more efficient dealers. Territories which had long been open and where competitors had their own way, soon were contracted and dealers handling other lines were being given a run for their money. Then a number of field supervisors, men who are familiar with every phase of automobile selling, were engaged to help distributors and their dealers in every way they could.

A typical case of how the reorganization affected the wholesale organization is that of five distributors covering almost adjacent territories in South Carolina and Alabama. Under the old regime, there was a distributor at

Spartanburg, one at Columbia, one at Charleston, one at Montgomery and one at Mobile.

When the new wholesale discount rates became effective none of these distributors possessed the capital necessary to expand his business. The only way out for these men was to give up wholesale franchises and accept dealership in their respective cities. With the exception of a small portion of territories covered by Spartanburg, which was given to the Asheville distributor, all their territories were placed under the jurisdiction of the Atlanta branch. The same procedure was followed in the elimination of other distributors.

Advertising is Concentrated

While the reorganization and perfection of the sales organization were carried out, a thorough study of distribution was made. At no time did the company seek the points of least resistance often attacking the development of virgin territories. But the elimination of sales and advertising waste became imperative. To a large measure this was accomplished when the management was presented with a true picture of the field. While Willys-Overland continues as a leader in national advertising, the greater advertising and sales effort is being put into territories with greater sales possibilities.

Following the thorough study of each county in the Union as to economic resources and sales possibilities, the quota division of the sales department was reorganized. Basing their estimates on the data obtained from the study and on production figures, at the beginning of each contract year a definite number of cars was assigned to each county, and subsequently to the dealers in the particular county. Moreover, it was determined at Toledo how many dealers there should be in each county and in what cities or towns.

How thorough the Willys-Overland quota system is may be illustrated by the fact that at the beginning of the current contract year, September 1, each branch manager and distributor accepted his car quota without argument, notwithstanding that quotas were higher than last year, in accordance with production schedules.

(Continued on page 919)

Nation-wide Poll on Price-Maintenance

Check here

- ☐ WE FAVOR the enactment of special legislation, authorizing the manufacturer of trade-marked goods to maintain resale prices.
- ☒ WE OPPOSE the enactment of such legislation.
- ☐ WE ARE NOT INTERESTED in the subject one way or another.

Line of business Food Products State Ohio

THIS BALLOT is being sent to 76,041 manufacturing concerns, rated \$50,000 or better. Returns from this poll will be tabulated by industries and localities as fast as received and will be announced in SALES MANAGEMENT Magazine.

A sample ballot.

Poll Shows Manufacturers Sharply Divided on Fixed Price Law

Results from First Mailing in Dartnell Poll

AS MOST of our readers doubtless know by this time, we were recently successful in arousing the ire of the American Fair Trade League to the extent of a six-page attack on our motives in opposing price-maintenance legislation. What appears to have been the main cause of this ruffling of the league's feathers was our assertion that sentiment among business men was rather sharply divided both as to the advisability of such legislation and the necessity for it.

It has been the league's favorite contention all along that there was an overwhelming and practically unanimous demand among manufacturers for action by Congress to legalize resale price contracts, and that the only legitimate division of opinion on the subject was between decent producers and distributors on the one hand, and would-be price cutters on the other.

It occurred to us that this was one contention of the league concerning which it might be possible to ascertain the facts. If there actually were an overwhelming and practically unanimous demand

among manufacturers for relief from the "oppressive" restrictions imposed upon them by the courts, they would probably welcome the opportunity to say so. A nation-wide poll of the sentiment among manufacturers on this subject would, we felt, be of some interest and possibly of some value to Congress.

If any considerable proportion of them were not sufficiently interested to express any opinion at all, that in itself would be a fact of some material significance. We therefore drafted a letter with a return post-card ballot (both of which are reproduced herewith), and made preparations to send them to the 76,041 highly rated manufacturing concerns throughout the country. We had barely completed the first mailing of ballots to the "A" and "B" manufacturers in Thomas' "Directory of Manufacturers" when the announcement was received that the Chamber of Commerce of the United States was about to inaugurate a poll of its membership on the same subject.

Obviously this effort on the part of the chamber would to a large extent merely duplicate our own, and to avoid confusion we retired then and there. The returns from the ballots actually sent out have been tabulated, however, and the result is presented here. Though the vote is admittedly incomplete and inconclusive, it is so well distributed both geographically and according to industries, that we think it does in all probability represent a fairly intelligent cross-section of opinion on the subject.

It is particularly interesting because, unlike the poll which the United States Chamber of Commerce is taking, retailers and wholesalers and other business men you would expect to be divided on the subject have been left out, and ballots have been sent only to manufacturers, the greater part of whom either make or could make branded products. For it must be borne in mind, that one of the inevitable results of the passing of the Stevens Bill would be to open wide the gates for thousands of manufacturers who are not now making branded

EDITORIAL OFFICES Sales Management

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NEW YORK, 18 WEST 44TH STREET
LONDON, 150 SOUTHAMPTON ROW

November 1925.

To the President,
Vice President in Charge of Sales,
or the General Sales Manager.

Ever since 1913 contributions have been levied upon business men for the purpose of inducing Congress to pass special legislation authorizing resale price maintenance. Many thousands of dollars have been spent to support a permanent organization, maintain a "lobby" during sessions, and to print and distribute propaganda. As each new session has approached, there have been definite promises of success, but the net result to date is a crop of alibis and excuses.

The American Fair Trade League has recently accused "Sales Management" of unfairness and dishonesty in its editorial opinions on the subject, and the enclosed reprint from our October 31 issue may interest you.

Now that a new session of Congress is approaching, we feel that an expression of opinion from manufacturers, generally, would be valuable. If it is really the consensus of opinion that special legislation on this subject is desirable to protect the rights of the manufacturer of trade-marked goods, Congress ought to know it. If any considerable majority of business men really desire this legislation, "Sales Management" will do its part to help them secure it.

This letter is being sent to 76,041 manufacturing concerns rated at \$50,000 or more, in the effort to find out exactly what the consensus of opinion really is. Will you please cooperate by indicating on the enclosed ballot whether you favor the proposed legislation, are opposed to do it, or are "not interested?" The results will be tabulated as fast as received, and published in "Sales Management."

Your cooperation in this poll will be a real aid in settling this matter definitely, and towards showing Congress what manufacturers as a whole really want. If they really want this law on the statute books, you can help to get it. If they don't want it, let's find out before any more money is wasted.

In case you are not familiar with "Sales Management" -- which is the only magazine published exclusively for the man responsible for the sales of nationally distributed products -- send back the "Special Offer" post card and see if it is not a publication which should be passed around your office.

Yours, very truly,

J. C. Aspley
Publisher.

J. C. Aspley: AA

One of the letters sent out to manufacturers listed in Thomas' Directory

products, but who would quickly register brands when given the right to control the price at which they will be sold to the ultimate consumer.

We received, as a matter of fact, 149 votes, divided as follows: 74 in favor of resale price-maintenance legislation, 53 opposed to it, and 22 not interested one way or the other. Classified by industries, the votes were divided according to "Yes," "No," and "Not Interested," as shown in the following table:

	Yes	No	Not in- terested
Agricultural Machines ...	2	2	
Automotive Supplies....	3	2	
Box Mfrs.....	1		1
Brass Mfr.....			1
Building Materials.....	4	5	1
Bottlers		2	
Chemicals	2	2	1
Clothing (men's).....	2	1	1
Crayons	1		
Drugs	1	1	
Dry Goods.....	2	1	1
Electrical Appliances	1		1
Food Products	9	6	1
Gutta Percha			1
Gypsum	1		
Hardware	6	3	1
House Furnishings	3	5	
Iron and Steel	3	2	1
Jewelry	1		
Luggage		1	
Medical	2		
Musical Inst's.....	1	1	
Machinery	5	9	6
Office Appliances	1		
Oil	2		
Optical	1		
Paint and Varnish.....	1		
Paper	3	2	1
Plumbing Supplies	2	1	
Radio	2		
Rubber	1		
Shoes		2	1
Surgical Inst's.....	1		
Tobacco	3	1	2
Underwear	1	1	
Unidentified	6	3	1
Total	74	53	22

The geographical distribution of the votes is as follows:

	Yes	No	Not in- terested
California	5	2	
District of Columbia....	2	1	
Georgia	2	1	
Illinois	7	3	2
Indiana	2	2	1
Iowa	2	1	
Kansas	1	3	1
Kentucky	1	1	
Louisiana	1		
Maine		1	
Maryland	1		
Massachusetts	2	2	1
Michigan	3	3	2
Minnesota	2	2	
Missouri	3	1	1
Nebraska	1	1	
New Jersey	1	1	
New York	14	7	7
Ohio	9	3	3
Pennsylvania	7	9	1
Rhode Island	1	2	
Tennessee		1	1
Texas	1		
Utah		1	
Virginia		1	
Wisconsin	6	4	2
Total	74	53	22

We are not contending, of course, that those scattered figures represent the preponderance of sentiment on this question for any particular state, or any specific industry. We are classifying them merely to show that they are well distributed over a pretty broad range of territory, and may fairly be taken as representative of the division of sentiment in general.

As a matter of fact, we are inclined to think that the relative standing of the three groups represented would have been about the same had we gone ahead with our plan as originally projected. As the votes came drifting in, day by day, it was noticeable that the ratio remained practically constant between those in favor on the one hand, and those opposed or not interested on the other. At no time was there a majority of more than one or two votes either way.

Note furthermore, if you please, that the foregoing figures are representative of sentiment among those concerns only who were sufficiently interested in the subject to vote on it at all. The real and overwhelming majority on this proposition rests with those who do not have enough interest in it to stand up and be counted. Out of solicitude for the feelings of the American Fair Trade League we refrain from counting these as votes as "not interested," but that

(Continued on page 916)

After a careful study of the salesman's problems, Jesse Isadore Strauss, president of R. H. Macy & Company, issued an order requiring his buyers to see salesmen at appointed hours, whether their departments are in the market for goods or not. He appreciates the value of salesmen's calls, and that's why there is

A Square Deal for Every Salesman Visiting Macy's

By William G. Adams

Managing Director, National Council of Traveling Salesmen's Associations

THROUGH a series of conferences, notably one held in cooperation with the merchandising staff of the R. H. Macy Company of New York City, the special committee of the National Council of Traveling Salesmen's Associations, which has taken up the problem of expediting the showing and selling of merchandise in sample rooms of large department stores and resident buyers, has brought about a number of big improvements in store systems.

This movement was inaugurated at the last annual convention of the national council, and its purpose is to make a thorough analysis of conditions not only in the New York stores where the congestion is greatest, but throughout the country.

The salesmen contend that, whereas the improvement of physical arrangements to enable more prompt and effective examination of samples is obviously a primary and necessary aid to efficiency in operation, there lies a greater field for, and far greater profit from, the development of efficiency of that other and more variable factor, the human element. They believe that if closer and more cordial co-operation and coordination of effort

The success of the cooperation of R. H. Macy Company, A. I. Namm and Sons, and other eastern stores with representatives of the traveling men's associations, shows how easy it would be to save time and cut selling costs if the store owners and purchasing agents would show any evidence of consideration towards salesmen.

"Sales Management" is going to take a hand in the important matter of conserving salesmen's time. Here is what we propose to do. Whenever word reaches us that the buyers of certain stores, or the purchasing agents in certain organizations are habitually inconsiderate of a salesman's time, we will take up the matter with the management of the company.

Have your salesmen report to you the names of any purchasing agents or buyers who refuse to give your salesman a chance—who break appointments with your salesmen, or habitually waste salesmen's time. If we find the facts warrant it, we will report conditions to the buyer's or purchasing agent's superior officers, not in an effort to make trouble for the purchasing agent, but in an effort to show the management how much better it would be to treat salesmen with the consideration they deserve. We will show them what the Macy store is doing, how it is saving money by cooperating with salesmen.

As the first step in our campaign to conserve salesmen's time we are mailing this article to all leading department store owners, suggesting that they take steps to organize buying methods after the Macy plan.

between the store buyers and salesmen can be enlisted and established, it will do much to repay both sides of the transaction for their contribution to speeding up this function of merchandising.

The first conference, between the salesmen's committee and the merchandising staff of the R. H. Macy

Company, has resulted in a number of very splendid improvements to the store system, which have been ably worked out by Mr. Louis Barnett, president of the Macy Managers' Association.

At this meeting it was pointed out that some of the Macy buyers had become lax in living up to the 10 o'clock opening of the store's wholesale buying offices, and the management immediately directed their buying staff to be on hand one-half hour earlier each day, promptly at 9:30. This is a mandatory order, and no excuse except sickness is to be accepted by Jesse Isadore Strauss, president of R. H. Macy & Company, who has insisted that his buyers shall see all salesmen present at the appointed hours on their particular buying days, whether or not their departments are in the market for goods at that particular time?

Another method of expediting the turnover of "contacts" is the separation of salesmen into two classes. The men with no samples are seen first, since their interviews last but a few moments; and this leaves the buyer with the balance of his morning for the undisturbed

(Continued on page 921)

What Price Business—When It Is Solicited With a Black Jack?

Cheltenham Bold Takes a Fall Out of the Solicitor Who Throws Rocks at the Agency Because His Medium Was Left Off the List

By Cheltenham Bold

IT strikes me that the following letter will not need a vast amount of explanatory comment. It was written by a newspaper representative to the client of a New York advertising agency, and was turned over by the client to the account executive for attention. I am transcribing it word for word from the original document, making merely such obvious changes as are necessary to protect the newspaper publisher from possible injustice:

The Solicitor Writes a Letter

"Dear Mr. Jones:

"I am writing you this letter believing that you would not countenance unjust discrimination in the relations of your company with any deserving publication, and particularly with a publication which has willingly given you without cost thousands of lines of its most valuable space as a mutual co-operative editorial feature on the promise of fair treatment in the matter of your advertising expenditure.

"I refer to the Blanktown 'Daily Woof,' which on the request of your jobbers, and after talking with your Mr. Glick, ran a complete series of Glick stories, in addition to which they also ran a number of articles on Jones-Smith Widgets. Blanktown 'Daily Woof' did this freely and prepared its large evening audience of 76,000 families--the largest evening newspaper audience in Texabraska--for the opening of the fall and winter widget sales activity.

"When it came to placing your business, we called on your advertising agents and had to make an insistent effort to get two or three pieces of copy which ran with the opening of the Blanktown Widget Show, and on one or two occasions

thereafter. We now learn that your entire appropriation is being expended in the 'Scimiter' and 'Clarion' to the exclusion of the 'Daily Woof'--the 'Clarion' being selected, we understand, solely because someone connected with your advertising agency has a personal friend on the 'Clarion' whom he wants to favor.

"I don't believe you are placing your business on the basis of friendship, or knowingly discriminating against a newspaper which has rendered your company so much editorial support and built for Jones-Smith products a 'good will' in 76,000 Blanktown and surrounding homes, which a well-allotted advertising campaign would enable your company and its jobbers to 'cash-in' on splendidly.

"Blanktown 'Daily Woof' would appreciate your checking up on this discrimination and by your action indicating how you feel on the matter of reciprocity.

Brewing Trouble for the Agency

"For your information, Blanktown 'Daily Woof' is making the most rapid strides in circulation of any newspaper in Blanktown territory--has regularly summer and winter published more constructive educational matter of advantage to the widget industry than any other publication in Blanktown.

"'Blanktown Woof' ran one of the best Widget Show issues published in Blanktown during the recent Widget Show, running neck and neck with the 'Scimiter' and leading the 'Clarion' by a wide margin in lineage, and leading both papers in the constructive contents of its issues.

"The rate of 'Blanktown Woof' is low. Your contract through your agent is only partially used,

and it is quite evident that personal friendship rather than advertising merit is the basis upon which a considerable share of your advertising in Blanktown is being placed.

"We are expressing ourselves frankly on this and are sincere in our belief that an injustice is being done the 'Blanktown Woof' as well as Jones-Smith Company in this matter."

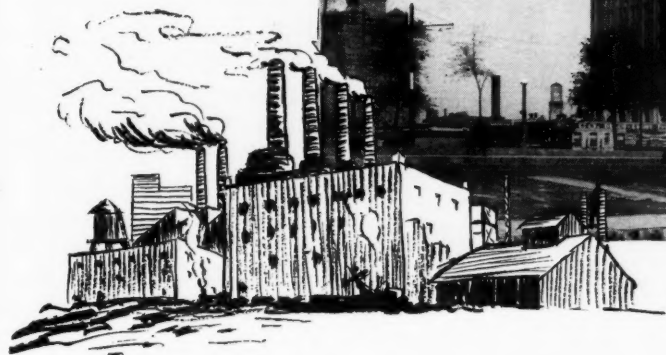
I am presenting the foregoing text for your delectation, not because it is exceptional or unusual, but because it is a sample of what is going on pretty much all the time. The special representative of the "Blanktown Daily Woof" is a little bit more reckless with his accusations than is usual in this type of cuttle-fish solicitation, but aside from that he is merely running true to form. Having failed to get his publication on the advertiser's list he proceeds to revenge himself by poisoning the advertiser's mind against the agent. In the resulting darkness of discord and suspicion, there is a possibility that he may get away with something, and at the very least he can perhaps make it uncomfortable for the agent who, presumably, has advised against giving him the business.

Why Accounts Change Hands

The relations between advertising agents and their clients are influenced by this sort of thing continuously though, as a general rule, the cuttle-fish is a little more subtle than in the instance I have quoted. Though there is no way of getting any accurate information on the subject, I think that a large number of the wasteful and foolish changes of agency are due, directly or indirectly, to the

(Continued on page 910)

Products of hundreds of factories are on display in the American Furniture Mart, Chicago, where a huge volume of furniture is sold to dealers.



A Survey of Merchandising Trends in the Furniture Field

The Sixth of a Series of Reports Dealing With Some Present Revolutionary Jobbing Practices in Principal Lines of Business

By Roy W. Johnson

Eastern Editor, "Sales Management" Magazine

IT is a rather curious fact that practically everybody I interviewed on the subject of merchandising trends in the furniture field, talked about automobiles. A large proportion of the letters that I have received, whether from manufacturers, commission merchants, jobbers or retailers of furniture, contain more or less extensive references to the same subject. All branches of the furniture industry, it seems to me, are closer to a general agreement on this point than they are anywhere else.

You can get up some very bitter arguments over the question as to whether the furniture jobber is coming or going, and if so where (even the question as to what is furniture and what isn't doesn't appear to be finally determinable even by the Federal Trade Commission), but there seems to be a practical unanimity of opinion that

the popularity of the automobile is a big factor in what is happening in the trade.

"The automobile is changing the world," writes one large retailer, for example. "A sandwich and a day-bed are all the home requirements; the rest goes for the automobile. They are on the road all day, spend the evenings in the cabarets, and eat breakfast on the drain-board of the sink out of a paper bag from the delicatessen store. No fine dining room furniture can be sold today—they must have their jazz instead."

I read that comment to one of the largest manufacturers in the country, who is perhaps as closely in touch with retail conditions as anybody in the field. "Of course," he said, "the chap is unduly pessimistic. There is more fine dining room furniture sold today than ever before, as a matter

of fact. The jazz-craze and the almost universal desire to own a car undoubtedly have diverted a good deal of attention from furniture, but for that matter, so has the increasing demand for cosmetics. We saw some figures from the Department of Commerce the other day that showed that nearly a billion dollars was spent in 1924 for one variety or another of war-paint. You can compare that with the \$70,000,000 spent for mattresses in the same period, and give yourself a headache.

"None the less, he is quite right in asserting that the automobile is changing things in the furniture trade. It isn't preventing the sale of furniture to so marked a degree as it is changing the conditions under which it can be profitably sold. And it is gradually bringing about a change in the jobbing situation, as a result.

"There are in the neighborhood of 40,000 to 42,000 retail stores in the country that sell enough furniture to be included in any list of 'furniture dealers.' They range all the way from the biggest department stores down to and including the village undertaker who carries house furnishings as a side-line. Out of these there are probably not more than 22,000 to 24,000 stores that do enough business in furniture to represent worth-while customers for the manufacturer, or for the commission house. The balance are the small-town or village stores that have made up the jobber's principal market, and which have depended mainly upon the jobber.

"Now it is necessary to bear in mind that furniture is not a commodity that is purchased casually. It belongs squarely in the classification of 'shopping goods,' rather than 'convenience goods.' People want to compare values, as a general rule, and they want to linger a bit over a purchase. This has always tended more or less to concentrate the furniture business in the towns that are sometimes designated as 'trading centers,' where there is the opportunity to compare values.

How the Trade Has Shifted

"And the coming of cheap automobile transportation has accentuated this tendency amazingly. The farmer or the small villager is no longer restricted to a radius of a few miles, and this has dealt a pretty severe blow to the local undertaker-furniture dealer who was the mainstay, so to speak, of the jobber. It is probable that today at least 90 per cent of the total retail business in furniture is done by stores located in 'trading centers.'

"Comparatively few stores of this class have been in the habit of relying very much upon the jobber. They buy either direct from the manufacturer, or from the commission house that handles the output of a number of manufacturers of different special lines. Some of the jobbers are making an effort to break in on this class of business. They may succeed, and they may not.

"On the other hand, a good many retailers of furniture located in the congested districts of the larger cities are having difficulties, due to the inability of customers to find parking space in the vicinity of the store. That may sound trivial, but it is far from inconsequential. Buying a set of dining room or living room furniture is not like dashing into a store for a spark plug or a can of beans. Far from it. It takes anywhere up to a couple of hours to make an intelligent selection, and a very respectable slice of the trade is going to stores where there is a chance to park the car nearby and forget about it.

"You will find that this was one of the definite factors taken into account by the big Chicago mail order houses in locating the stores they have recently been establishing. Some of the big department stores in various places have gone so far as to provide free parking spaces for their customers, and the idea is a good deal bigger than it perhaps may look.

Blame the Automobiles

"There's no denying, I think, that the automobile is changing things considerably, even if it has not directly reduced the demands for furniture. People are still buying it, as our sales records show, but they are not buying it exactly as and where they did before the automobile changed their habits."

How much virtue there is in the contention that the automobile is responsible for changing conditions, I don't pretend to decide. That they are actually changing, however, and changing in the direction indicated by the manufacturer quoted above, is pretty well corroborated by the reports received from the field generally. Manufacturers and retailers alike report that the big city department stores are gaining in relative importance as distributors of furniture, and that the jobber is slowly decreasing in importance along with those who have in the past handled furniture as a side-line. There is also a considerable number who assert that the mail order house is gaining ground.

Definite figures, or even definite estimates, however, on the distribution of furniture, appear to be pretty nearly impossible to arrive at. The term "furniture" itself is so elastic as to make comparisons of statistics extremely hazardous. From one point of view it will include everything from an upholstered chair to a set of poker chips, including rugs, carpets, baby carriages, lighting fixtures and stoves.

From another point of view, it will include merely what are referred to in the trade as "case goods," or "sets" or bed room, living room or dining room pieces. From still a third viewpoint, the figures will cover the production of cabinets for musical instruments, radio sets, and various appliances which may not reach the public through the furniture stores at all.

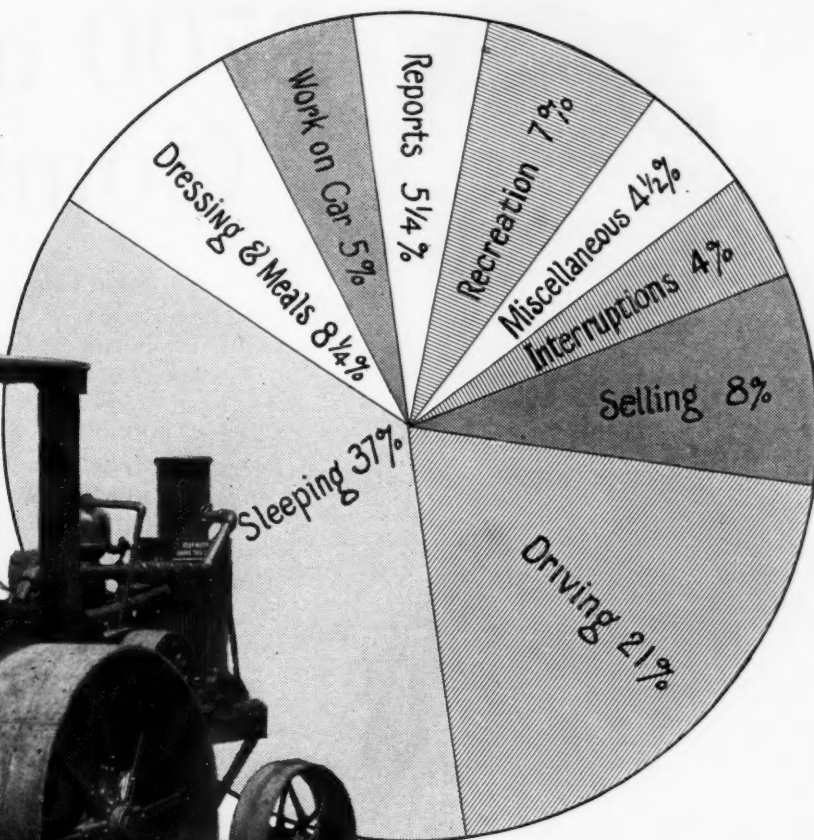
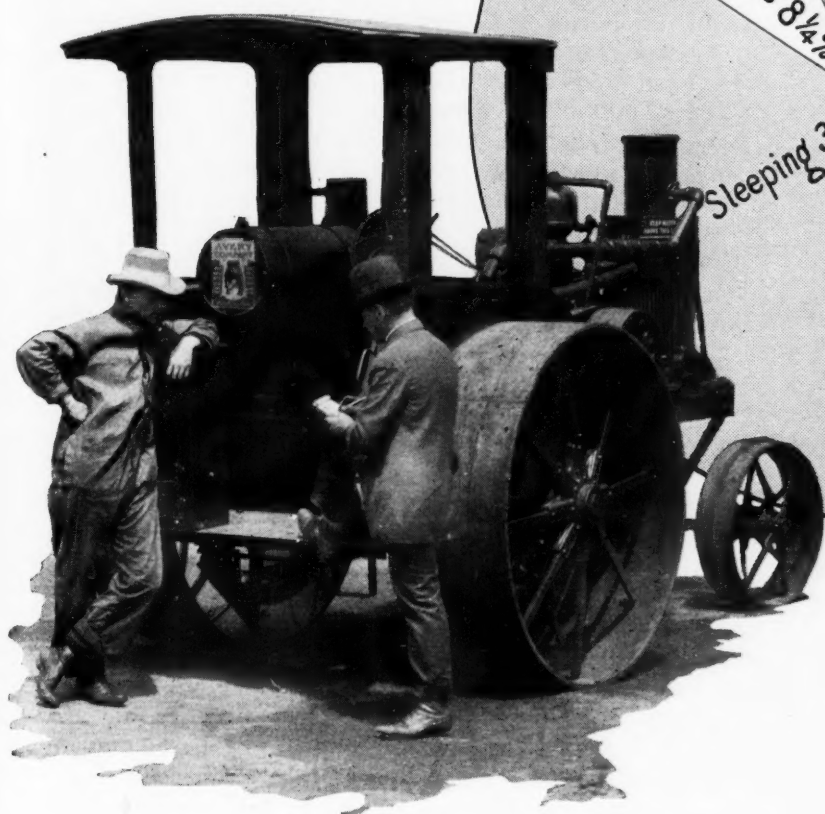
Varied Stocks the Rule

And by the same token, the term "furniture store" is almost, if not quite, as elastic. For example, here are the lines regularly carried in stock by a Seattle, Washington, retailer:

- Aluminum ware
- Awnings (hammock)
- Bassinetts
- Baskets (all kinds)
- Bedding
- Benches
- Blankets
- Cabinets (all kinds)
- Cages (bird)
- Candlesticks
- Carpets
- Carpet sweepers
- Carriages (baby)
- Chests (cedar, oak, mahogany)
- Chinaware
- Clocks (all kinds)
- Cookers (fireless)
- Cradles and cribs
- Curtains and draperies
- Cushions (all kinds)
- Furnaces (pipeless)
- Furniture (juvenile)
- Furniture (camp)
- Furniture (all kinds)
- Glassware
- Hammocks
- Hampers
- Humidors
- Irons (electric)
- Jardinieres
- Ladders
- Lamps (all types)
- Linoleum
- Mats (all types)
- Mirrors (all types)
- Novelties (smokers')
- Oil cloth
- Paints
- Phonographs and records
- Pottery
- Refrigerators

(Continued on page 914)

An analysis just completed by Northrup, King & Company, of Minneapolis, shows that only 8 per cent of this salesman's time is spent in the actual presence of buyers. The remainder is divided as indicated on the chart.



Northrup, King Analyze Waste of Salesmen's Time

AN ANALYSIS of the manner in which a salesman spends his time, made recently by Northrup, King & Company, seed manufacturers of Minneapolis, Minnesota, brings out some startling facts as to the extremely small portion of his time the average salesman spends in actual selling.

Only 8 per cent of every twenty-four hours is spent in the presence of buyers, according to this analysis.

Northrup, King & Company made up the chart shown above, from daily reports furnished by one of their better than average salesmen. The results as pictured in the circle graph, were surprising even to the man who furnished the

facts. Here is what the graph showed about the way a salesman spent his day:

- 37 per cent spent sleeping.
- 21 per cent spent driving from customer to customer.
- 8 1/4 per cent spent in dressing and meals.
- 7 per cent spent in recreation.
- 5 1/4 per cent spent making out reports.
- 5 per cent spent working on car.
- 4 1/2 per cent spent in miscellaneous occupation.
- 4 per cent spent for interruptions.
- 8 per cent spent in actual selling.

Over a week's time the items which were indicated under "miscellaneous" were: time wasted, 15 minutes; calling on customers who were out, 15 minutes; telephone calls, 80 minutes; waiting for customers, 65 minutes; visiting with customers, 120 minutes; checking out of hotel, 10 minutes; reading mail, 15 minutes, totaling five and

one-third hours out of a week.

One of the facts which stands out in this salesman's accounting of his time, was his estimate of the amount of time he believed actually wasted. Another item which was out of all proportion is the time spent in driving. This kind of an analysis brings out with startling clearness the importance of impressing salesmen with the necessity for planning their calls more carefully and covering their territories more thoroughly. The salesman who furnished the data for this chart expressed surprise at the small proportion of his time which was spent in the presence of buyers and said he believed he could greatly improve the organization of his working hours.

Returning once more to the chart: interruptions took half as long as actual selling. Making out of reports was out of proportion, and so also, was working on car, since this is usually done by the garage.

A further study of the chart would seem to indicate that with the possible exception of sleeping, dressing and meals, and recreation, every other item of time expenditure could be trimmed by the salesman and the amount saved on each one put into actual selling.



\$700 a Week in Commissions

Yes, we know this story sounds fishy, but we've seen the proof. Smith's story is printed to show what a man can do when he has the right incentive to forget to watch the clock. He started in to buy a home for his aged parents back in England. So far he has sent back \$7,000 of his earnings since July. Perhaps many more remarkable sales records could be hung up by salesmen in all lines of business if the sales managers could provide their men with the right sort of incentive. The big thing this story shows is that a man never knows what he can do until he makes a supreme effort—that every man has a vast reserve of power within him. The rub comes in getting him to use that reserve.

By Will Whitmore

IN July, 1925, Albert E. Smith changed from the role of a night cashier in a one arm restaurant at a salary of \$16 a week to that of a Chicago salesman for the Pure Silk Hosiery Company. The second week in November his sales totaled \$3,780, with a profit of more than \$700 for himself. His sales average more than \$3,000 every week, and he stands second in the company's organization.

But, as Smith expressed it, he was a big "flop" at first. He did not have the right idea about selling hosiery. Those "right ideas" were selling hosiery by the dozen and carefully planning each day's work. As soon as Smith put those ideas to work, he started on the road to paying production. He now averages more than \$20 an order.

"I was astonished," Smith declares, "when I learned that salesmen in the organization were selling hosiery by the dozen. I had been selling about three pairs to a customer. When I sold a half dozen, I was rather proud of myself. But I am English and I suppose my bull dog blood asserted itself. I knew I could sell by the dozen if others could; I determined to do it.

"I applied to my selling an old trick I learned as a lad in

England. If I wanted three pence for candy, I asked mother for six pence. 'What,' she would say, 'you want six pence for candy? I never heard of the like. Here, take this three pence. That's all you can have.' And that would be all I wanted," laughed Smith. "Using this principle, if I think a woman can use a dozen pairs, I try to sell her two dozen. Like my mother, she takes a dozen in self defense.

Selling in Dozens

"I soon saw my demonstration must be much stronger to sell in quantity. Some women would buy several pairs from me without really caring for them. I think now, some of them bought a pair or two just to get rid of me. But to sell a dozen, you have to make a woman want them badly. You can't do this unless you believe in your product yourself, and feel that you are doing your prospect a real service in selling her.

"When I first started selling, I had all the growing pains of the beginner. A door bell was as terrifying as the eye of a dragon. I approached it gingerly and gave it a soft, little push. When the woman came to the door, she invariably sensed my weakness and I wouldn't have a chance. One woman even offered me a nickel, thinking I was down and out.

"As soon as I got confidence in myself and my hosiery, the sales began to climb. The other day a woman asked me in a gruff, belligerent voice, 'What do you want?' 'That's just what I was wondering as I came up your walk,' I replied. 'I am working for one of the best companies in the world. I am rendering a real service to my customers, and am making plenty of money.'

"I had the confidence to face that woman, and it was my confidence that aroused her curiosity and made her listen. Too many salesmen lack this confidence and do not uphold the dignity of a salesman. They beg for an order. Not long ago, in selling to a woman, I was bothered by an Airedale dog in the room. He barked so loudly at me, I couldn't hear myself talk.

"I just looked hard at the dog and then at the woman and then again at the dog, until the woman put the dog out of the room. When she returned, I said, 'Madam, I could not afford to work in competition with a dog. My time is too valuable, and my product means too much to you to chance losing a sale to you.' I made that woman realize my importance to her. She bought two dozen pairs of hosiery.

(Continued on page 923)

Making Regular Customers of One-Time Buyers

What the Alemite Lubricator Company Learned from an Analysis of Salesmen's Calls and Territories

By D. G. Baird

WHEN a sales executive gets the word "why" on the brain and begins using and thinking it in connection with practically every phase of his company's business, he is well on the way toward discovering some highly interesting facts and to introducing methods that will relieve his monosyllabism, if we may use such a term in this connection.

Thomas B. Anderson, general manager of the Alemite Lubricator Company of Michigan, "got that way" last October and some very interesting and instructive results followed.

Anderson discovered, for one thing, that of the 730-odd customers in his territory who had bought Alemite lubricators one or more times, only about 130 were what might be termed regular customers. Some of the others had made only a single purchase, others bought at infrequent intervals, and still others bought fairly often, but not often enough to indicate that they were stocking

Alemite products all the time.

Going on the theory that the first sale is the hardest and that every customer who had once been sold Alemite lubricants should be sold again, Anderson asked "why" with considerable emphasis. He asked his salesmen why and he asked himself why and then he asked those irregular customers why.

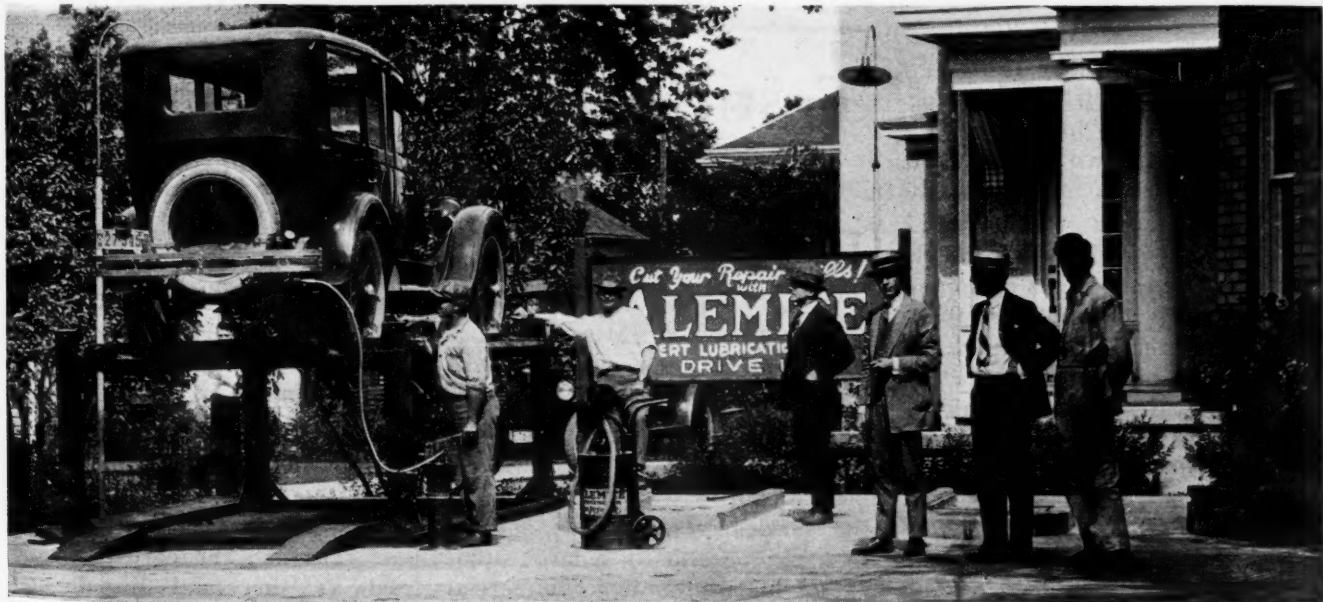
This questioning brought out the fact that the most common reason why these customers who had once bought Alemite but who so frequently bought other brands, usually did so because the Alemite salesman didn't happen to call just at the time when they were in the market for lubricants. The Alemite salesmen were accustomed to calling on every customer once every three weeks.

If a customer were in the market for lubricants at the time one of them called, he got the order, but if the customer announced that he didn't need any lubricants just at the time, the Alemite salesman

went on his way without an order and a little later, perhaps just before he was due to call again, the customer found himself running short of lubricants and gave an order to some other salesman who happened to call just about that time.

Anderson decided this was all wrong and he set about to right the matter. He bought a set of filing cabinets and he had some filing cards printed to provide spaces for the firm name, address, and business and for dates of salesmen's calls, what each firm sold, and when they should be called on again. One set of cards was a buff color, another, salmon.

Then Anderson instructed a girl to fill in these cards each day by securing the requisite information from the salesmen's orders, to file the buff cards alphabetically in the files according to customers' names, and to file the salmon-colored cards under dates so they would come up on the day before the call-back date:



Through a more careful follow-up plan for dealers, the Alemite Lubricator Company of Michigan increased sales 92 per cent the first month. A card index system kept close tab on every individual customer.

In the meantime, he told the salesmen what he was doing and why he was doing it, of course, and he emphasized the point that when a customer is not in the market for lubricants just at the time a salesman calls, the salesman should find out when he will be in the market and, if possible, get his re-order right then, dating it ahead to suit the customer's wishes. In case the customer proved unwilling to place such an order at the time, the salesman should at least estimate the proper time to call back for his order and note this on his report.

An Individual Follow-Up

This part of the plan is practically the same as the prospect file used by automobile dealers and others. A girl takes out the salmon-colored cards as they come up automatically in the date file and turns them over to the proper salesman each day. At the same time, she "pulls" the customer's cards and places them in the front compartment of the drawer until the salesman's reports are received and their cards are returned, whereupon she posts the cards and returns them to their proper places in the files.

Not content with working out this plan, Anderson next prepared a group of charts, one for each salesman, to visualize the information recorded on the cards. Each of these charts is mounted on a wing of a multiplex fixture, measures 22 by 28 inches, and provides spaces for the buying records of seventy customers for one year. Across the top of the chart is a removable strip which provides spaces for sales of lubricants, subdivided into the two general types of lubricants sold, for one month.

Down the left margin is another removable strip on which the names of the salesman's customers are typed, and opposite these, across the chart, are spaces for noting their purchases of the two kinds of lubricants. Vertical columns indicate the months, and light lines down the center of these divide them into semi-monthly periods. Similarly, light lines across the horizontal columns opposite names of customers provide spaces for noting the amounts of the different kinds of lubricants

bought. The call-back dates are indicated on the charts by red X's. The girl who fills in the cards posts the charts also.

This chart shows Anderson which customers are buying and which are not buying; what they are buying and what they are not buying; how often they buy; when they skip; how often the salesmen are calling on buyers, and so on. Here, for example, is a customer who bought transmission lubricant in November, but did not buy any chassis lubricant at that time.

This may not suggest a very emphatic "Why?" at the time, because he may have been well supplied with chassis lubricant, but if he doesn't buy chassis lubricant in December, Anderson will begin to ask why. Another buys regularly

for a time, then skips a month or two—why? Still another is not buying in as large quantity as formerly—why?

The system as described above was introduced late in October, 1925, and sales for the following month, according to Anderson, showed an increase of 92 per cent! This was quite an increase, to say the least, and Anderson was as greatly surprised as anyone. Had this increase been over the corresponding month of the previous year, it wouldn't have been quite so amazing, as 1925 has been a particularly good year in the entire automobile industry, but the increase was for November over October and there seems to be no explanation other than the fact that the salesmen got out and "plugged" lubricants in November.



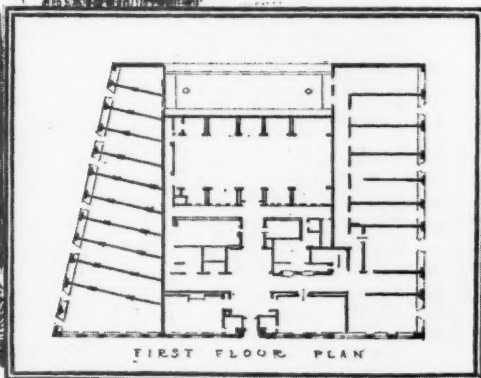
Testimonial Advertising That Helps Boost Sales

JOE MURPHY, tire distributor of San Antonio, Tex., has utilized testimonial advertising in a novel manner. Mr. Murphy makes somewhat of a specialty of catering to large commercial car users. Recently he secured letters from many of his customers, complimentary to the tire he handled and the service he rendered; and he took photographs of a large number of his well-known commercial customers' places or fleets of trucks. He accumulated about 100

letters and pictures concerning San Antonio and nearby fleet operators.

He tacked all of these to a large board the size of a display window and displayed them for ten days, creating a great deal of favorable comment. Then he had a photograph made of the display. This was then reproduced on a post card and the cards are now used as successful direct mail advertising, in the form of envelope stuffers.

Planned!



When you build beware of "extras"

IN BUILDING—it's the "Extras" which cause the most dissatisfaction or hard feelings. "Extras" are particularly annoying in home building. They are generally caused by lack of forethought previous to the time when the architect draws the final plans and specifications. Home-builders sometimes permit themselves to drift while they are building.

Final figures in advertising campaigns are often sadly different from the original budgets. The "Extras" cause a lot of dissatisfaction. Often the advertisers have drifted rather than planned.

For many years, we have been building and executing advertising plans for manufacturers. It has been a source of pride with us that the budgets which we have set up in these plans have provided for everything. We have insisted in planning that every possible expense be provided for in advance.

"Planned Advertising" does not welcome "Extras." "Planned Advertising" does provide if necessary for a change in policy—but does not permit "drifting."

CHARLES W. HOYT COMPANY, INC.
PLANNED ADVERTISING

Reg. U. S. Pat. Office

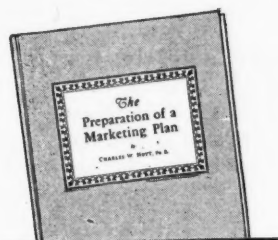
Dept. A-14, 116 West 32nd Street, New York

BOSTON

SPRINGFIELD, MASS.

WINSTON-SALEM, N. C.

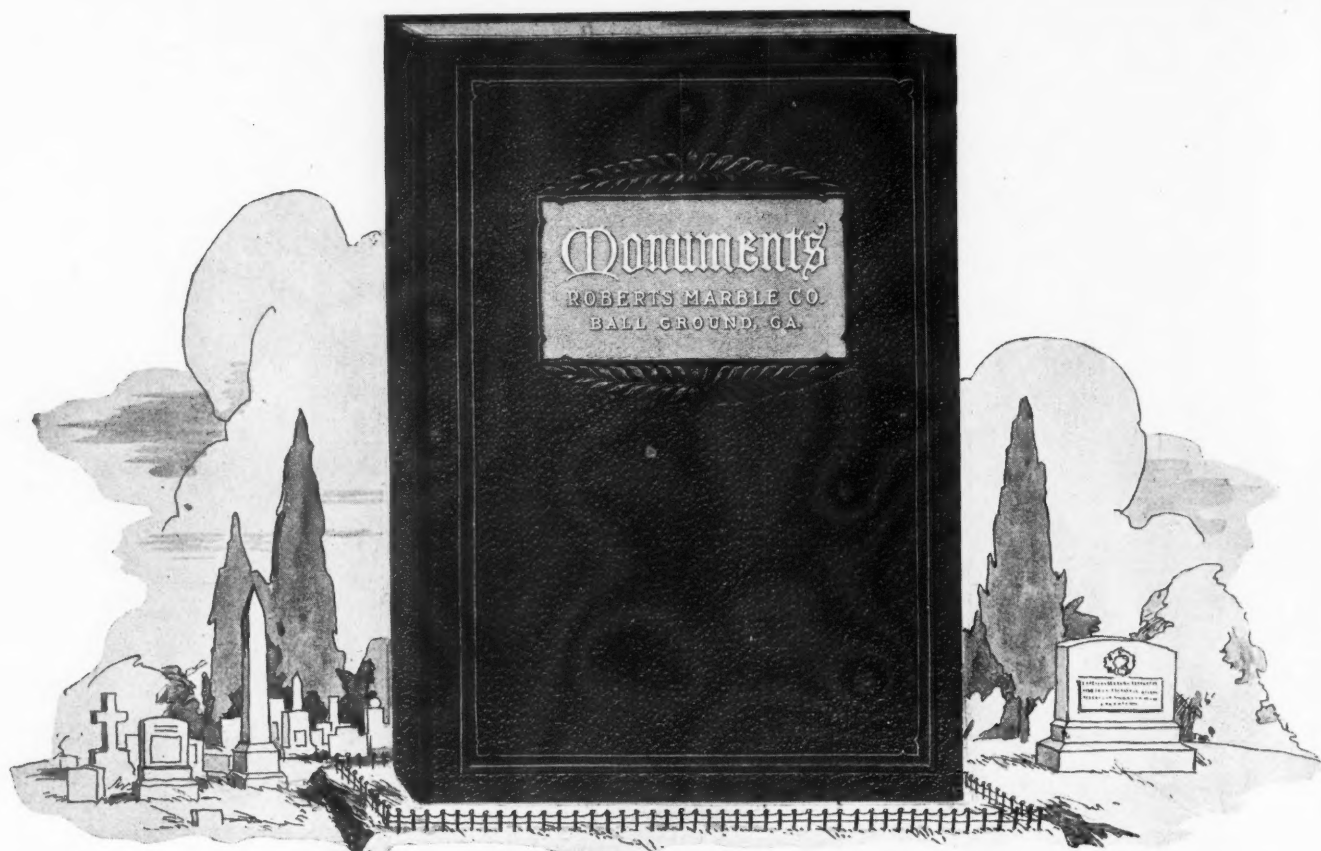
(Charter Member A. A. A. A., Member A. B. C., Stockholder National Outdoor Bureau)



Send for this book

IN his address "The Preparation of a Marketing Plan", Mr. Hoyt gives comprehensive, lucid statements as to procedure in planning for the marketing of a product.

A copy of this address will be sent free to any executive upon request.



There is Sales Strength in Distinctiveness

THERE are lots of marble catalogs. The woods, it might be said, are full of them. But most of them are just catalogs—only that and nothing more.

Realizing this fact, the Roberts Marble Co., of Ball Ground, Ga., decided to step out and away from the throng, to get a cover which would distinguish their catalog from the mass. They selected a Molloy Made Cover, which is reproduced above.

Striking, impressive, dignified — it is pregnant with selling power, designed with full consideration for the merchandising problems encountered in the sale of monuments, which are not the easiest goods in the world to sell.

This cover is typical of the method used in preparing Molloy Made Covers. Every angle of the sales problem is considered when the design is created. And every Molloy Made Cover is designed especially for the book on which it is to be used.

Your book can profit through the use of Molloy Made Covers. Whether it is to be loose-leaf or case-bound, in stiff or flexible covers, we can prepare a design and manufacture a cover which exactly meets your needs.

Take the time today to write to us about your book — its purpose, page size, number of pages, quantity, and the copy you wish to have on front cover and backbone. There is no obligation in doing so.

MoCo Covers Will Add to the Sales Value of Your Booklets

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS
2869 North Western Avenue

Prospect-Fourth Building, Cleveland
218 East 84th Place, Los Angeles

300 Madison Avenue, New York
Carlton Publicity, Limited, London

MOLLOY MADE

Commercial Covers  for Every Purpose

No Let-Up in Anti-Trust Activities of Government

Federal Trade Commission and Department of Justice Continue to Harass Business in Spite of Many Opinions to the Contrary

Part IV of a Series

By Gilbert H. Montague

Of the New York Bar

THERE seems to be a rather widespread impression among business men generally that the government is "letting up" in its administration of the anti-trust laws; that a "new day" has dawned in the relationship between government and industry, and that the wheels of the Department of Justice and the Federal Trade Commission have in some mysterious fashion ceased to turn by virtue of the sympathetic attitude towards business displayed by the Coolidge administration.

I find this impression reflected in conversations with business men, in the editorial columns of most of the newspapers, and quite generally in such journalistic literature as is available to the general public. In particular there seems to be a well-developed belief that the Federal Trade Commission has been rendered "harmless" by the new ruling adopted last March, and need no longer be taken seriously into account.

Content of the New Rulings

Before we proceed with our main business of discussing the government's attitude toward specific sales practices, it will be as well to devote some attention to this popular, and quite erroneous, impression. So far as the Department of Justice is concerned, there is no evidence whatever of any relaxation in its determination to enforce the laws against offenders, or to establish its own interpretations as to what constitute offenses against the anti-trust laws. And as for the trade commission—those who assume that the new rules of procedure adopted March 17 constituted an operation of

painless dentistry are very likely to be disillusioned.

In the first place, it will be advisable to set down the substance of the "new rulings" in black and white, as follows:

Hereafter it shall be the policy of the commission not to entertain proceedings of alleged unfair practices where the alleged violation of law is a purely private controversy redressable in the courts, except where said practices substantially tend to suppress competition as affecting the public. In all such cases there must be three parties involved, the respondent, the competitor injured, and the public. In cases where the alleged injury is one to a competitor only and is redressable in the courts by an action by the aggrieved competitor, and the interest of the public is not substantially involved, the proceeding will not be entertained. The chief counsel is hereby directed to report to the commission with a memorandum stating his reasons and views, all such cases now pending for the disposition of the commission, and the chief examiner shall also report to the commission all pending applications for a complaint where the examination in his opinion shows that said application comes within this rule. . . .

The commission also adopted the following as its policy in the handling and settlement of cases:

The end and object of all proceedings of the Federal Trade Commission is to end all unfair methods of competition or other violations of the law, of which it is given jurisdiction. The law provides for the issuance of a complaint and a trial as procedure for the accomplishment of this end. But it is also provided that this procedure shall be had only when it shall be deemed to be in the public interest, plainly giving the commission a judicial discretion to be exercised in the particular case.

It has been contended that the language of the statute using the word "shall" is mandatory, but in view of the public interest clause no member of the commission as now constituted holds or has ever held that this statute is mandatory. Hence the proposed rule for the settlement of complaints may be considered upon its merits.

If it were not for the public interest clause it might appear that the statute

would be mandatory. It remains to determine what effect the public interest clause has. In the interest of economy and of dispatch of business, as well as the desirability of accomplishing the ends of the commission with as little harm to respondents as possible, all cases should be so settled where they can be *except* where the public interest demands otherwise.

But when the very business itself of the proposed respondent is fraudulent, it may well be considered by the commission that the protection of the public demands that the regular procedure by complaint and order shall prevail. Indeed, there are some cases where that is the only course that would be of any value at all. As for instance the so-called Blue Sky cases, and all such where the business itself is inherently fraudulent or where a business of a legitimate nature is conducted in such a fraudulent manner that the commission is warranted in the belief that no agreement made with the proposed respondent would be kept by him.

The rule shall be that all cases shall be settled by stipulation except where the public interest demands otherwise for the reasons set forth above, and that the chief examiner in accordance therewith, or the board of review, shall bring forward to the commission for such settlement all cases which in their opinion shall fall within this rule, with their written recommendation. . . .

In all cases before the board of review, before it shall recommend to the commission that a complaint issue, it shall give to the proposed respondent a hearing before said board to show cause why a complaint should not issue. Said hearings shall be informal in its nature and not involve the taking of testimony. The proposed respondent shall be allowed to make or submit such statement of fact or law as it desires. The extent and control of such hearing shall rest with a majority of said board. Three weeks' notice of the time and place of such hearing shall be served on the respondent by the secretary of the commission.

That is the sum and substance of the "new rulings" adopted by the majority of the commission March 17. These were amplified April 30 by the following new rule regarding publicity:

Copyright, 1925, by Gilbert H. Montague.

From and after this date, in the settlement of any matter by stipulation before complaint is issued, no statement in reference thereto shall be made by the commission for publication. After a complaint is issued, no statement in regard to the case shall be made by the commission for publication until after the final determination of the case.

After a complaint has been issued and the answer of the respondent has been filed, or in case the respondent fails to file an answer by the rules provided, the papers in the case shall be open to the public for inspection, under such rules and regulations as the secretary may prescribe.

It is noteworthy that both of these announcements were accompanied by dissenting opinions from a minority of the commission. There is a very marked division of opinion within the commission itself as to the propriety and the advisability of these changes in its policy and procedure.

Boiled down to lowest terms, the changes amount simply to the announcement that it is the purpose of the commission (1), to throw out all cases that do not clearly involve the public interest, and (2), to accept from respondents stipulations that practices have been discontinued, without going through all the formalities of conducting hearings, taking testimony and issuing formal orders. Such stipulations to be accepted without publicity, but with the understanding that they will be followed by a prompt and drastic order in case the respondent should at any future time resume the practice.

The Commission on Guard

In all of this there is no indication whatever that the commission has modified any of its opinions as to the legality or illegality of specific practices, or that it has reduced the scope of its jurisdiction over unfair practices. It will not take official notice of a practice unless it is important enough to involve the public interest, but the legal status of the practice remains exactly what it was before.

It proposes not to make public the names of those who voluntarily agree to reform, but all the machinery of a formal order publicly applied is in instant readiness in case the agreement is broken. The stipulation of facts reposing in the files of the commission is at once a confession of illegal acts,

and a clear statement of the terms of agreement. It is instantly available if the practice is resumed.

This is unquestionably, I think, a much prompter and more humane a method of dealing with offenders. But it is hard to see how it constitutes a drawing of the teeth of the commission, or of the Federal Trade Commission Act. It certainly cannot be construed as a license to the business man to be as careless as he pleases with regard to his sales policies—unless he is certain that his activities will be so slight and inconsequential as to touch the public interest nowhere.

That may seem a simple matter to decide from some points of view—but it is far from simple. No one can safely predict what the commission will decide as to the public interest involved in any given instance.

No Let-Up in Charges

Under the "new ruling," for example, the commission dismissed a complaint that had been pending for some time against The Armand Company, charging an attempt to enforce a system of standardized resale prices, refusing to sell to price-cutters, etc., and almost immediately filed a new complaint against the Armand Company and twenty-three wholesale and retail distributors, charging a conspiracy to "monopolize and restrain interstate commerce in the products of The Armand Company by selling at uniform, non-competitive wholesale and retail prices arbitrarily suggested and fixed by The Armand Company, refusing to sell to dealers other than those engaged in the drug business, refusing to sell to price-cutters, etc."

Since the new rules were adopted the commission has taken similar action in a number of cases, dismissing the original complaint in which the elements either of unlawfulness or of public interest were not clearly apparent, and bringing forward a new action in which the elements are more apparent.

A careful examination of the cases disposed of by the commission since the new rules went into effect does not disclose the slightest relaxation in its condemnation

of specific practices. The legality or the illegality of competitive acts remains exactly what it was before the rules were adopted. The commission is simply availing itself of the discretion expressly granted to it in the statute, to withhold prosecution, even when the law has been technically violated, unless it shall appear to the commission that "a proceeding by it in respect thereof would be to the interest of the public."

This may indeed somewhat reduce the likelihood of prosecution in specific cases, but that means nothing to the business man whose primary desire is to keep within the law. It is to be noted, however, that the new procedure will also have the effect of speeding up the work of the commission materially, and increasing the likelihood of prompt and drastic action in cases that are extraordinary or cases that involve actual fraud.

From the standpoint of economy, this will enormously enhance the commission's efficiency and capacity for handling the increasing flood of complaints which every year is pouring in upon it. Time and money previously expended in preparing complicated pleadings and trying long proceedings—lasting months and even years, and requiring the taking of testimony in many cities throughout the country—may now for the most part be wholly saved, except in extraordinary cases or cases involving actual fraud or cases in which the party investigated insists upon litigating.

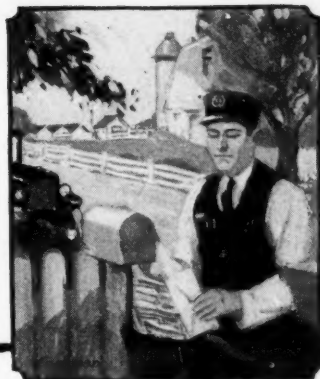
More Speed in Hearings

The commission, therefore, may have more time and money to investigate with greater promptness complaints that may be brought to its attention. By diverting to this work more of its personnel and funds that heretofore have been exhausted in formal proceedings, the commission may be able to a degree never before realized to apply its corrective processes promptly and efficaciously to every branch of American business. As a matter of fact Commissioner Humphrey stated in a recent address that since the adoption of the new rule the commission is disposing of

(Continued on page 924)



BETTER SALES LITERATURE



A Department by S. Roland Hall

Two Hundred New Accounts from a Thousand Prospects

TWO hundred new accounts were secured by the Muncy Woolen Mills Company of Muncy, Pennsylvania, through a recent direct mail campaign carried out on a list of 1,000 dealers. The cost of the campaign, including the mailing, was \$1,500.

The Williamsport Printing and Binding Company, Williamsport, Pennsylvania, planned and executed this campaign. They give the following outline of the mailings for the thirteen weeks:

First week, we mailed two government post cards similar to the one enclosed.

Second week, one card.

Third week, one card and a four-page illustrated letter with a return post card.

Fifth and sixth weeks, two government post cards each week.

Seventh week, another illustrated letter.

Ninth week, a government post card.

Eleventh week, an illustrated folder (four color process).

Twelfth week, another government post card.

Thirteenth week, the final piece of the series—a four-page illustrated letter with the self-addressed return envelope.

The illustrated letters all carried a multigraphed message, with neatly filled-in name and address and with pen-written signature. The third and fourth pages of these letters show an attractive variety of blankets in full colors.

The advertiser reports that more than 100 new accounts were secured by mail from this campaign. When the salesmen went out, they were able to secure an additional 100 accounts, and the

salesmen reported that in almost every instance they found that a very favorable attitude had been created by the mail campaign. In many cases, in fact, the illustrated letters and other mailing pieces were on the desk of the prospective buyers. The advertiser supplies this interesting further information:

Throughout the campaign we did not attempt to sell large orders. We wished to secure an order sampling the line, relying upon the quality of the product to secure larger re-orders. Our theory has worked out, for they are daily receiving orders from merchants who ordered samples at first.

The effective use of government postal cards in this direct mail campaign merits attention.

YOUR instruction of the sales force should be a continuous performance. No matter how thorough a course of instruction for beginners you have compiled, or how good a manual you publish, you have in your house organ the ideal vehicle for month-by-month practical instruction in better selling methods. If you are a diplomat you will carry much of this instruction through the medium of the men's own experiences and explanations and thus keep clear of that attitude of the men out in the field toward "those swivel-chair experts at the home office telling us how to do things."

Ask the men leading questions. Get them to write freely about

their experiences, and preferred plans. Out of these letters you can cull a lot of real wheat. Some man in your office with a little editorial ability can knit these experiences together in the form of interesting and helpful reviews. You can deal with tried methods while pleasing those who are quoted. You can have highly interesting items dealing with the handling of the crabbed or complaining customer, the best methods of dealing with the arguments that your price is too high or that your competitor has you beaten every time when it comes to shipping and service.

It is much better for Salesman A to learn in a realistic way how Salesman B has accomplished certain things than to have the home office give the instruction offhand.

VARIOUS publishers and other business houses have made strong appeals to automobile owners. It seems, however, that the "Milwaukee Journal" has been able to make this appeal in a rather remarkable way.

Exhibit 1 is a reproduction of some of the literature of the "Milwaukee Journal's" Tour Club. "The Best Roads of All States" is a series of forty-four state maps, with the best roads in each state clearly indicated. The more substantially bound book carries the embossed title of "The Call of the Open Road," which title does not



Exhibit 1. Some of the material used by the "Milwaukee Journal" in making its auto club a real institution in Milwaukee and Wisconsin.

come out in the reproduction in these pages, as this was simply raised lettering in the natural color of the cover stock. "The Call of the Open Road" contains a series of maps of nearby Wisconsin territory, together with a great deal of useful information as to distances, hotels and other welcome information to autoists. This folder also enclosed two useful loose maps of Milwaukee and the State of Wisconsin.

It is evident from the substantial character of this literature that there was a real plan behind its use by the "Milwaukee Journal." C. R. Smith, of the Public Service Bureau of the "Milwaukee Journal" Tour Club writes:

The travel material which you received from us, was one of the Tour Kits which is received by every person who joins The Milwaukee Journal Tour Club. Membership in the club costs one dollar a year, and the member receives not only the contents of the Tour Kit which you noted, but also free travel service during the period of his membership. In the few instances where he is charged for extra maps, he receives them at cost, while the non-member pays a slightly higher amount.

We maintain a Tour Bureau as a permanent part of our organization to furnish travel information to all who desire it, and we respond to all inquiries, whether they are received by mail, by telephone or in person. We receive from 150,000 to 200,000 inquiries each year, and the membership in our Tour Club this year totals nearly 27,000. W. W. Rowland, better known as "Brownie," the director of the Tour Bureau, travels some 30,000 miles each year to give the Bureau the benefit of his first hand knowledge of roads.

According to an article in the "Concrete Highway Magazine," the Tour Club of the "Milwaukee Journal" has made a real place for itself.

About a year ago, by arrangement with the secretary of state and under the direction of a state officer assigned to the Journal Tour office, permits were issued for automobile licenses. It was not possible to issue the license plates directly, but temporary certificates that were recognized by the police authorities were issued. Applications were sent direct to Madison, and the secretary of state mailed the plates directly to the applicant. To date nearly 50,000 permits for automobile licenses have been issued through the Tour Club Bureau.

The following paragraphs from the "Concrete Highway Magazine" give some additional items of interest:

The Tour Club is regarded by autoists and the local road and traffic authorities in Wisconsin as a sort of ex-officio branch of the State Highway Commission. Is the local road committee dissatisfied with the location of a highway in their county? Write to "Brownie" and the Journal Tour Bureau about it. Has a culvert washed out or a road sign fallen down? Drop a line to the Tour Bureau! Even when the Highway Commission is petitioned directly in some road matter, the Bureau is more than likely to receive a copy of this petition as party of the second part.

The position which the Bureau occupies in the minds of Wisconsin citizens is well illustrated by sampling the daily mail. A

motorist of Racine had noted a powder-like substance which he said was used on the roads of Minnesota to eliminate dust, and he wanted to know what it was. A young man, buying his first car, sought advice as to which car to buy. A mayor of a small Wisconsin town was having trouble in the enforcement of his local speed regulations. He asked "Brownie's" advice as to what course he should take. Another community had gotten into a political controversy over the enforcement of its speed laws. One of the parties to the controversy sought "Brownie's" support.

PERHAPS you have always thought of the Knox Hat as something exclusively for men. The Knox folks also make very fetching hats for women and they advertise these hats in a fetching manner.

A very distinctive bit of Knox literature is shown in Exhibit 2. This is a simple folder of cover stock in a pleasing green serving as a holder for nine loose inserts printed in brown ink on Cameo stock, showing the Knox Hats for women in effective illustrations.

The plan of the Knox Hat Company in using loose-leaf sheets rather than a bound book, is to enable the retailers of the company to use the sheets mounted on cardboard for window displays. Of course, dealers could cut out the pages of a bound book, but as most advertisers have learned, the easier a job of this sort is made for the retailer, the more likely it is to be carried out.

M. J. Eisler, of the Knox advertising department, gives this interesting information about the way this distinctive book was introduced to the trade:

Incidentally, each of these catalogs was preceded by a letter containing advance information on styles. These were reproduced in script with roughly drawn sketches and had all the earmarks of a personal message hastily written by our style designer. Styles, as you know, change quickly and we felt that this type of promotion matter would convey the impression of the very latest much more effectively than any more formal and carefully printed advance notice.

This letter was printed in black ink on light brown stock of distinctive notehead quality.

As to how far the loose-leaf Knox sheets were used by the dealers in window displays, it can only be said that the trade received the literature enthusiastically. After all, most manufacturers do not expect to have 75 per cent of the retail trade make use of any one feature. If from 20 to 25 per cent of a large list of retail dealers use any one help thoroughly, the majority of manufacturers would consider themselves lucky.

SOMEHOW the American business public has formed the

habit of thinking only of the popularly-priced kind of merchandise when the term "mail-order" is used. We seem to forget that the great jewelry house of Tiffany & Company sells by mail to some extent and that a great deal of high-class equipment is sold largely or partly through mail salesmanship.

A conspicuous example of how direct advertising is used effectively in selling such goods as church furniture is afforded by the handsome folder of the Manitowoc Church Furniture Company, Waukesha, Wisconsin, shown in Exhibit 3.

This folder, in the original size, was a heavy piece of Cameo stock measuring 33 by 16 inches. Four folds bring the sheet down to a mailing size of 5 3-8 by 11 1-8.

The address side (shown in the exhibit) of the folder commands instant attention because of the interior church scene reproduced in two colors. The inside pages, printed in a soft brown, with touches of blue, show a variety of fine designs in church pews, hymn boards, baptismal fonts, lecturns, pulpit sets, and other church equipment.

The spirit of this distinctive folder is well illustrated by these opening remarks:

Just as for centuries music and voice tone have been used as a stimulus to religious thought, so, too, is the character of seating and chancel equipment being recognized for its powerful influence.

Cathedrals, ancient and modern, symbols of the Supreme Place, to which man has attained amidst God's creatures, owe much of their atmosphere of dignity and permanence to the seating equipment and chancel furnishings.

An atmosphere of reverence for the sacred can best be obtained by the silent dignity of the modern church pew.

The Manitowoc Church Furniture Company says that this folder is sent out in all cases where the company learns that there is a chance to sell church furniture. The company adds:

We follow it with a general catalog that gives a more complete line of designs. The broadside simply shows the field of church seating.

Where the prospective order is small, we simply formulate a quotation, basing our price on a number of designs shown in this folder, and I am pleased to state that we have received a remarkable amount of business by mail, simply by sending out this folder with these few designs.

The fact that a single folder can make sales of "a remarkable amount" of such material as

Exhibit 2. Some of the literature which shows how effectively the Knox Hat people get the atmosphere of the style designer into their dealer material.



church furniture is good argument for specializing with folders and making a thorough use of this efficient, convenient and relatively inexpensive type of business literature.

THE R. R. Donnelley & Sons Company book shown in Exhibit 4, is a long step from the conventional literature of the high-class printer.

This book was purposely made primary, and its illustrations are rather of the comic order. Yet it puts over impressively a serious business message—the message of time and worry saved to the user of printed matter by putting all responsibility on one source. The various views of this book show graphically the plan of dealing separately with illustrators, engravers and printers as compared with the plan followed by R. R. Donnelley & Sons Company, of Chicago, of taking the entire responsibility.

The typography is large, as it is in children's books, and the block-letter idea is carried out throughout, from the first to the final page of the book.

The R. R. Donnelley & Sons Company says:

It is hard to catalog direct results, but we have never put out a piece of advertising literature that we can recall from which we received the great number of letters that we did from this piece, and we are still receiving letters. All of our extra copies are gone, and we have had people even offer to pay for a copy, if one could be secured. Some of the largest distributors of direct mail advertising have congratulated us on putting across in one issue a thought of such magnitude with such clarity.

INSURANCE advertising is standing out distinctively these days. The old-time, conservative, financial type of appeal has been replaced by the clearest and most forceful of messages bearing on estates and the care of the family.

Exhibit 5 is a reproduction of

some of the 1925 literature of the Equitable Life Assurance Society of New York City. The designer of this material has the proper appreciation of the value of familiar pictures and the thoughts or questions that run through the mind of every prudent man.

"Why make her decide?" is a powerful headline, coupled, as it is, with a view of the family group. This pointed circular deals with the Equitable Service Code. The inside pages set forth clearly the

(1) Clean-up; (2) Mortgage; (3) Family Monthly Income; (4) Children's Education; (5) Business Insurance; (6) Inheritance Taxes; (7) Bequests; (8) Yourself. The reader is finally asked, "Is your present protection commensurate with your requirements?"

"Insuring the Harvest of Your Life's Work" deals, of course, with the proper arrangement of one's affairs for the latter years of his life, so that his estate may "carry on" in the way he would like to have it do.

"I direct that all my just debts be paid," is merely a little circular to start the reader to thinking.

Perhaps the most impressive of these documents is the "Insurance and Estate Survey." This is a special form made up in impressive business-document style, on which a digest may be made of one's life insurance, reviewing and analyzing it so as to show in chart-like form, as it were, just how the policyholder stands with his life insurance estate. Evidently this document has been designed as something to be kept when the record has been made out, for there are spaces in which one can indicate where his will is to be found, what his safe deposit box number is, who has access to it, and so on. A page is left for "Underwriting Suggestions."

Of course, the idea back of this document is for the capable life insurance man so to gain the confidence of his customers that he will be permitted to either

make this survey himself or play a part in it. The Equitable Life Assurance Society says to its representatives, however, "If the policyholder prefers not to have the representative list this personal information, the form may be presented to him for his personal use. Its primary purpose is to serve as a basis for determining the policyholder's insurance needs." It is a recognized principle



Exhibit 3. A folder that sells "a remarkable amount" of church furniture, showing the mailing side and the back page of illustrations.

ten different forms of service that go with every Equitable policy. This service ranges from the furnishing of information on inheritance tax to advice as to the financial programs of beneficiaries.

A feature of the inside pages is also a visualization of "The Life Insurance Yard Stick." The eight sections of the yard stick are illustrated by pictures that deal with the following topics:

among insurance men that the "best prospects" for new insurance are found among men who already have a number of policies. These are men who have given serious thought to insurance and to its various benefits. Such literature as the Equitable literature must be very effective in cultivating the closer relationships that lead to service and to increased insurance protection.

AMONG the institutional books received recently, the Kohler book, entitled "Kohler Village," Exhibit 6, holds a high place.

Printed finely in colors on high-grade stock, this book gives a charming description of Kohler Village where the well-known plumbing products are made, and yet there is little in the book about Kohler products. Only in one of the many beautiful illustrations is there a hint about the high-class plumbing fixtures that carry the name of Kohler. The book is given up almost entirely to graphic and pleasing pictures of an industrial community, laid out along modern lines, so as to produce a high type of home life among employees.

It is difficult to realize, looking at the pictures in this book, that Kohler Village is really an industrial center. There is little about the views to suggest industry. These views show winding avenues and roadways, the nature theatre, Ravine Park, the big clubhouse, the schools, and the many distinctive types of homes.

The advertiser gives the information that a preliminary edition of 5,000 copies of this book were first printed and that these were well received, though no effort was made to use the books in commercial advertising. A new and

revised edition of 45,000 copies is now being prepared. The size of this edition indicates a very interesting experiment in institutional advertising.

THE choice of a title for your new booklet, catalog, or prospectus is an important item. Writers of short stories spend a great deal of time in searching their minds for a title that will be pertinent and yet a real interest-stimulator. It would probably not be wise for the writer of business material to go so far into the fancy-

Stories of Success." This title proved so attractive that it was continued even when the stories of success had grown to four or five thousand.

"Where have my profits gone?" proved to be a title that drew the attention of retailers and other business men.

"The Man Who Sailed Seven Seas" is an attractive title of a folder about an edition of Joseph Conrad's works. It appeared on a cover page that shows the full-rigged ship that Conrad commanded.

"100 Golden Hours at Sea" is another alluring title used by a steamship company.

"Victory Letters" is the catchy title of a booklet in which successful salesmen of specialties tell of their preferred methods and their most encouraging experience.

A good title, like a good slogan, may accomplish much.

ONE of the handsomest clothing books of the season is one from Hickey-Freeman, of Rochester, New York, carrying the title of "Men and Their Clothes." The title of this 4 1-2 by 6 1-2 inch booklet is in gold on maroon cover stock treated so that it has the appearance of a nice bit of leather. There are ten illustrations in full color, showing the well dressed man in various attitudes

and activities ranging from the full-dressed scene to the occasion when the ulster garment is needed.

The copy is exceedingly concise—just a single paragraph facing each of the colored scenes. The final page of the book is a comprehensive treatment of "The Right Thing to Wear," showing the accepted place of every garment for occasions ranging from

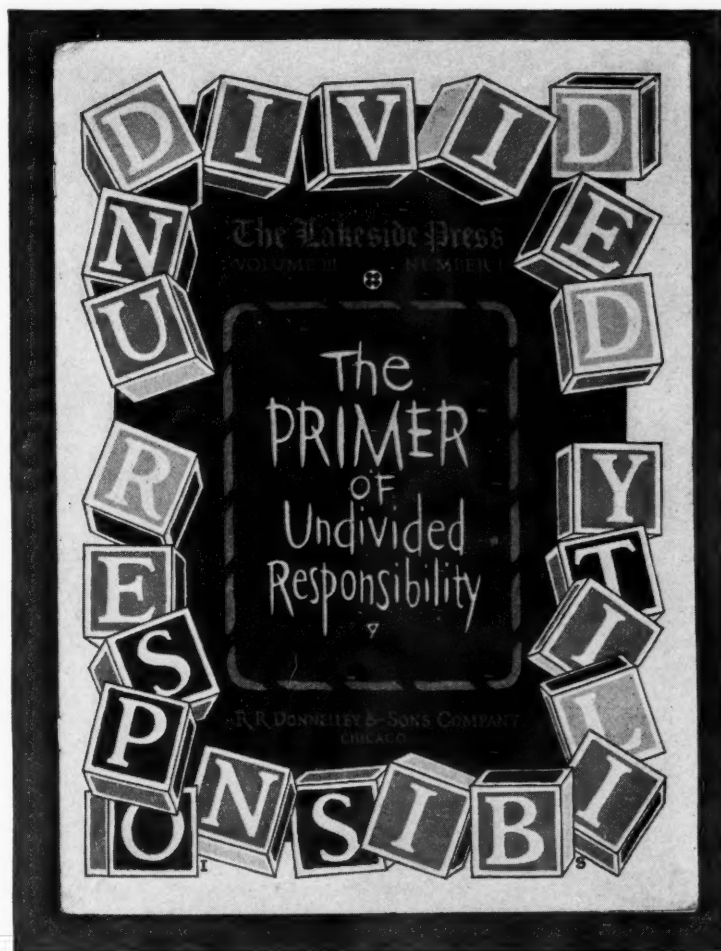


Exhibit 4. A long step from the conventional type of literature put out by printers.

ful as a fiction writer does. Obviously, for some literature a title that is a plain index of the contents is the best choice. But there are other books that are not used for reference purposes—books that have as much need for a good title as an advertisement has for a good headline.

A well known correspondence school issued for many years an attractive booklet entitled "1001

formal dinner and reception to sports affairs. This handsome twelve-page and cover book was produced in an edition of four hundred thousand and, according to the Hickey-Freeman Company, is used by almost all of the dealer customers. Dealers are asked to pay only two cents each for the booklets with postage extra if mailing service is required. It is obvious that the only check on the value of a book of this type is the use by dealers and their attitude toward the literature.

It would not be possible even to approximate the amount of sales that the literature induced. The Hickey-Freeman Company has sent the writer of this copy a set of characteristic dealer comments, of which the following, from an Atlanta clothier, is typical: "It is by far the most expressive style book we have seen."

The Hickey-Freeman Company says that "so far as the effect of mailing out these books has been observed, it is mighty effective publicity for a store. Some dealers build a direct-mail campaign around the book."

AMONG the many interesting examples of the illustrated envelope, this writer has seen none that surpasses the envelope furnished jobbers by the Fabrikoid Division of the E. I. du Pont de Nemours & Company. The back of the envelope is a miniature poster of such realistic appearance that only close inspection shows that the entire back of the envelope is not a sheet of genuine Fabrikoid material. There is even a softness to the envelope that is suggestive of Fabrikoid. In the original the printing was done in brown, which heightens the leather effect. The front of the envelope was of the usual white stock.

The Fabrikoid Division of the E. I. du Pont de Nemours Company say that in furnishing the envelopes, the return card of the customer is printed in the usual fashion. The advertiser adds: "Our experience with this envelope is that it has been a very helpful one for building up the goodwill of our jobbers." These envelopes are furnished without charge to jobbers and large manufacturers using considerable quantities of Fabrikoid.



Exhibit 5. Literature from the Equitable Life Assurance Society that brings about close relationship between the policyholder and the company representative

It would probably be difficult for any advertiser of the class of this manufacturer to secure greater attention for the amount of expense required to produce this novel form of advertising. While it is true that the envelope is often discarded before mail reaches the person for whom it is intended, such a distinctive envelope must inevitably enjoy more than a fair measure of attention.

PROBABLY no question arises among local business houses more frequently at this season of the year than that of "Does gift literature really pay?"

An unusually handsome gift book was issued by Wilson Brothers, of Chicago, entitled "Gifts Men Appreciate."

This booklet consists mainly of attractive illustrations of men's "needfuls," ranging from cravats, dressing gowns, etc., to jewelry. There is only a small amount of copy on each page—approximately fifty words, set in narrow column. The two final pages of the book are headed "Shopping List."

Tom Leslie, director of advertising for Wilson Brothers, has this to say with respect to the plan of using this book and the results that are discernable:

Regarding the sales promoting possibilities of this booklet we have had many interesting things come from our dealers in both large and small cities. I find that the smaller the city, the more effective this type of booklet is.

We had one merchant who sent out 150 booklets in a town of 700 people. Sixty-seven of the booklets were returned to the store by the people to whom they were sent, who asked for several items shown in the book.

This is just one instance I can quote of its effectiveness.

In the larger cities we make a direct appeal to the women and in creating this book, I tried to make it a book that would appeal to just the women who buy the greater majority of the gifts for men.

To show you the success of our booklet, we have distributed 500,000 for this Christmas season. Everyone of these 500,000 will go into homes

where our merchants have made a study of the man or men in the family, the type of men who want to be better dressed.

A booklet of this kind sent out to a community mailing list would be absolutely lost. It has to be sent out to a specially selected list of families.

It has been one of the greatest successes of this department.

Mr. Leslie's experience seems to bear out the principle that expensive literature must always go to carefully selected lists.

What Is the Merit of Buckeye Text?



BUCKEYE TEXT, the companion of Buckeye Cover, was first announced in September, 1924, and was not generally sampled until late November. In this brief time it has become familiar to a considerable proportion of the printers and advertisers of the North American continent. More than that it has become a part of a large volume of distinguished printing. Many beautiful specimens of work on Buckeye Text are already reaching us from all parts of the United States.

It is manifest that in 1926 Buckeye Text will become a standard stock in most printing and advertising establishments, just as Buckeye Cover has been for so many years. Quick and general acceptance of a new printing paper is unusual, and in the case of Buckeye Text is accounted for, we think, by these considerations:

1. Buckeye Text has benefited by the prestige of its companion paper, Buckeye Cover, and we are firmly resolved that it shall prove steadily worthy of the Buckeye name.
2. Buckeye Text is a product of The Beckett Paper Company and must maintain and enhance the 78-year-old reputation of our company and our goods.
3. Buckeye Text is an antique, deckle edge printing paper, made in ivory and white, laid and wove. It is possessed of great distinction in surface, tone and feel, and it gives added beauty to the printed page.
4. Buckeye Text is of truly superior quality. Its worth, both in materials and craftsmanship, is readily recognized, even by those who have no technical knowledge of paper.
5. It is adapted to a great variety of work such as is constantly coming up in all printing establishments, from the simple program to the book de luxe.
6. Finally Buckeye Text is so moderate in cost that it can properly be used in all classes of work. It removes the bugaboo of high cost from fine work.



THE BECKETT PAPER COMPANY

Makers of Good Paper in Hamilton, Ohio, Since 1848

Photo-Engraving

presents

"THESE CHARMING PEOPLE"

How the
Toilet Goods Manufacturers
Illustrate their Story

Recorded by JAMES WALLEN

PHYSICAL WHOLESOMENESS has become gospel to the American people. Toilet preparations which enhance charm are on every household list as only groceries used to be.

The makers of fine soaps, dentifrices, bath salts, powders, perfumes, creams, lotions and a score of other cosmetics picture their winsome appeal.

To portray the well-groomed at work or at play as does the tooth paste photograph here shown is to set an eloquent example for the thousands eager to follow.

The trades which use photo-engraving most prosper best. "Your Story in Picture Leaves Nothing Untold."

The American Photo-Engravers Association has made the good engraving the rule everywhere. Its membership composes a great industrial university.

All of which you may learn in a little book called "The Relighted Lamp of Paul Revere," supplied by your engraver or the staff headquarters at Chicago.



Photograph MURAY STUDIOS

Courtesy J. WALTER THOMPSON CO. for PEBECO

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES + 863 MONADNOCK BLOCK + CHICAGO

Copyright, 1925, American Photo-Engravers Association

SALES MANAGEMENT—DECEMBER 26, 1925

IT is sometimes said that the business magazines are simply propagandists for the cause of advertising—that they deal only with the successes—the bright side of business—and never have the courage to take note of failures.

The writer of copy for this particular section of "Sales Management" believes that often there is as good a lesson to be had from a business failure as from a business success. Consequently, he takes pleasure in referring to an installment-painting offer sent out by the Carl Graham Paint & Wall Paper Company, Wichita, Kansas.

The folder in which this offer is made tells how the "pain may be taken out of painting" by the time plan of paying for the painting. With word and picture, presented in readable form, the advertiser tells how a painting job may be undertaken by paying just one-fifth of the total cost on completion of the work, with the balance divided into six monthly payments. It also argues to the reader that this is not necessarily a poor man's plan—that "some of the most prominent business men of Wichita are now using it." It assures the reader that there is just as much reason for doing his painting on the easy-payment plan as there was for buying his house that way.

The folder as a whole looks like a logical explanation of how to dispose of the financial burden of painting the home. And yet the results were disappointing. Claude R. Myers, of the Carl Graham Paint and Wall Paper Company, says:

The entire paint industry is at a loss to know just why the public is not taking advantage of the partial payment plan for home painting. It has been well advertised and is an excellent plan, yet, for some season, it is little used. This does not hold true only in Wichita but is the same in practically every part of the country. In the writer's mind there is no doubt but what cash business or regular term credit business was received from the sending out of these folders and it may be that the people, when they considered the cost of the painting, decided that they could handle it on regular terms.

Mr. Myers' experience checks up fairly well with reports received from different parts of the country to the effect that the



Exhibit 6. A remarkably fine example of institutional advertising, showing a modern industrial village, laid out according to a well conceived plan.

installment plan of payment as applied to house painting has proved to be a fizzle. Maybe the public has come to the point of feeling that the installment plan has been carried far enough—that some things ought to be settled in cash in the good old way.

Let those who are thinking of developing an easy monthly plan of payment on some new business proposition stop, look and listen. The public may have arrived at a new turn in the path.

A PROMINENT advertiser, whose business is of such character that the retaining of original inquiries in his own files rarely serves a good purpose, follows the practice of sending the inquirer's letter, postal card or clipped coupon to the retailer. This advertiser says: "The dealer is usually impressed by seeing the actual letterhead or handwriting of someone from his own section—more so than he would be by getting a routine card from us naming a local inquirer as some one interested in our product. The actual inquiry seems almost like a call on him for information."

NO subject is more prominently before the public just now than that of real estate. Some beautiful sales literature has been produced and is being produced. The subject is a fertile one, giving the greatest play for the drawing

of beautiful pictures about home life in a pleasant climate, beautiful woodlands, sparkling water, finely appointed golf courses, and the like.

Florida, for the time being, may have put California in the shade, so to speak, but California will probably continue to pull a strong oar.

Certainly, nothing that this writer has seen is a more alluring bit of literature than a four-page booklet received recently dealing with Hacienda Del Orinda. This unusual folder is printed in four inks, black, gray, green and buff, and pictures a spot in "the warm little valley of Orinda just over the hills from Oakland and Berkeley, a spot long famed for its smiling skies and rural beauty." The stock is pebbled lustro coated ivory of light tan color. The entire center spread is devoted to a wonderful scene of the eighteenth fairway of the golf course. This view, with its fine old trees, rolling slopes and the shadows on the grass, is handsome enough to be framed.

De Laveaga & L'Hommedieu, who distributed this literature, say:

Most of the booklets were distributed to visitors to the property. We wanted them to see Orinda in all its beauty and then, as far as was possible, recall that beauty to them when they had reached home and were talking about the property. We felt that only a very beautiful booklet would do this.

In the same manner we wanted to impress people who had not visited the property with its unusualness and so reasoned that the booklet should be of high character to mail to prospects.

The general response has been most favorable. Many people have taken the trouble to commend us for the beauty of our literature and the sale of the property has been an immense success. Perhaps it would have been just as successful had we used less elaborate literature, but we feel that we actually did establish in many people's minds the type of the property by the character of its presentation. In fact, the comment has frequently been made that the advertising is what sold it. This, however, would be a vast overstatement. But the advertising did, certainly, help to sell it.

THERE must be many articles among those advertised by manufacturers that would be suitable for the use of traveling salesmen. Such articles, if properly presented, would find a wide market among the thousands of sales organizations of America.

Evidently, some manufacturers have this potential business in mind. The Belber Trunk & Bag Company, of Philadelphia, has recently campaigned for this business in an energetic fashion through an attractive solicitation sent out by the Belber Company to advertising and sales managers early in the fall.

In this solicitation the company has featured its "Belber Executive" bag as an article well adapted to sales contests. The Belber bag itself is shown in this circular in a most attractive fashion, a method of embossing being used that brings out the grain effect of the leather realistically.

Enclosed with the four-page letter is a special sheet headed "A Plan for Stimulating Your Salesmen," and a sub-heading outlines "A Plan for Stimulating Jobber Salesmen." To make the solicitation complete, the Belber folks include a simple order blank for one "Belber Executive" bag.

As the first paragraph of the letter indicates, this attractive Belber article is offered as an antidote for the tightening up of business that so often follows the summer laziness. The Belber bag is described as an article of the Gladstone bag type, made of finest genuine cowhide, boarded finish,

hand sewed and all corners reinforced. The bag is presented as something that every salesman would like to have, as well as a bag that is suitable for the use of every member of the family. A feature of the commodity is a semi-brief case, which can be removed at will without disturbing the other contents of the bag.

Russell M. Buckley, of the Belber Trunk & Bag Company, has given the following data about the results of his campaign on sales and advertising executives. He writes:

We have had great success with our campaign. In some cases the lists we used brought returns as high as 10 per cent. When I say 10 per cent, I do not mean that 10 per cent of the concerns solicited used the bag in a contest, but we received orders from 10 per cent for the bag. After following up these concerns, we found that a very good percentage used our ideas and our plans or adaptations of our plans in contests with their salesmen.

Since the Executive came into existence in February of this year, a surprisingly large number of bags have been sold and we feel that as an advertising proposition, this will be ever increasingly valuable to us, as every bag goes out plainly marked—"Belber Executive" and more and more people are coming to know Belber traveling goods.

AKNIT goods manufacturer says that one of his most effective letters to the trade is a very simple announcement consisting of just three paragraphs. Perhaps it shouldn't be called an "announcement," for that word suggests the formal or conventional, while this manufacturer's letter is characterized by a frank business tone. There is none of the usual "pep" treatment but seasonable goods are offered and the prices are quoted. Yes, long letters are still in order when length is really necessary, but anyone who is aware of the mass of mail received by the retailer must be convinced that the short and easily grasped letter-message has a great deal in its favor.

IF you hit upon an apt illustration or a pertinent bit of phraseology, it is a good plan to carry this straight through the campaign, so that there will be a connecting link between the sales literature and the advertising.

An example of how this is done effectively is afforded by the campaign of the Cupples Company, of St. Louis, Missouri, manufacturers of automobile tires. "Tough as a Rhino" is the slogan of a distinctive campaign in the periodicals. The slogan is illustrated by a striking picture of a rhinoceros that certainly looks like a difficult customer—one that you could ride over with spikes without doing much more than tickling the beast.

Of course, it is an open question how far the reading public believes that Cupples tires are as tough as the hide of a rhinoceros, but it is safe to say that there is a strong suggestion, which is helpful to the advertiser's cause.

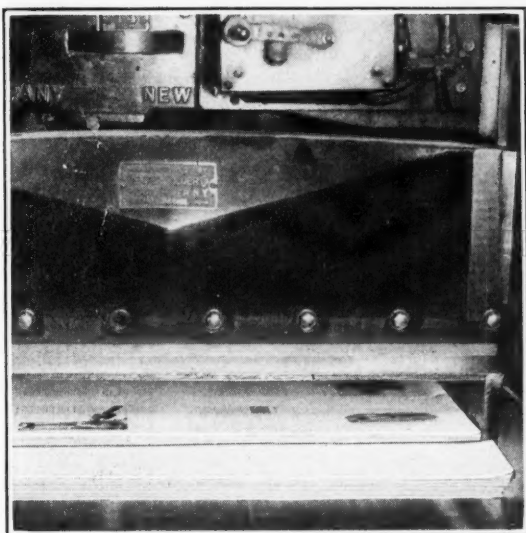
The Cupples Company features this same unlovable but robust creature in its various pieces of sales literature—those used in its own work as well as those used by the dealers in Cupples tires.

The Cupples Company is frank in saying: "We have never been able to figure out just what pulling power these circulars possess, but we could not get along without them."

THE following may be academic advice. The excuse for offering it is that business practice shows the need for saying the elementary things again and again. The advice is this: If you are making something of which a small, attractive sample can be conveniently sent, do not on any account overlook the importance of doing this. There is universal interest in the sample. We cannot always judge others by our own impressions and actions, but it is safe to say that the interest you show in samples sent by manufacturers corresponds closely to the general interest in samples.

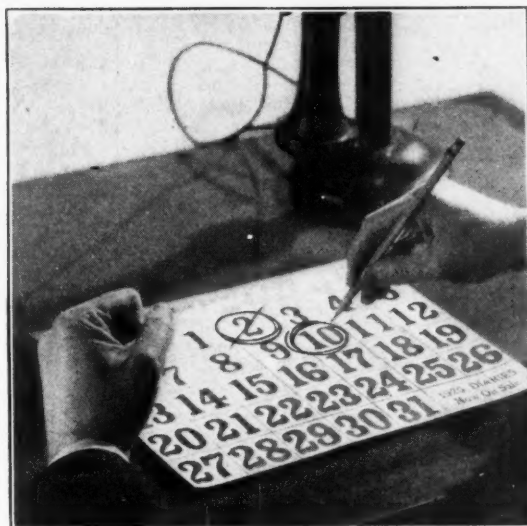
The sample is tangible. It is something that can be seen, and felt. It may be tasted or smelled. It is about the simplest form of advertising but usually about as effective as any, considering the cost.

A very compact sampling solicitation of Lehmaier, Schwartz & Co., Inc., of San Francisco, California, is made up of a letter on a half-sheet letterhead, beginning with the opening statement: "We



Left: Paper trimmed to needless waste.

Right: Delays that may be costly, getting envelopes to match.



A new, quick way to choose booklet and folder sizes

YOU no longer need waste time determining booklet or folder sizes that don't waste paper.

You no longer need pay for envelopes specially made up to match. You no longer need delay your mailing three weeks or more waiting for those envelopes to be delivered.

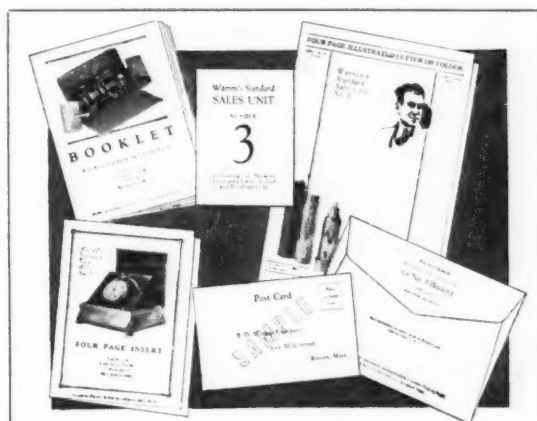
You can cut the cost of production; eliminate waste of paper; speed up the printing of the job; avoid that three weeks' delay and cost of special envelopes—by starting the job from a Warren's Sales Unit.

How Warren's Sales Units save you time, worry and cash

There are ten Warren's Sales Units covering ten different sizes. Each unit includes a folder, a booklet, a four-page letter and an envelope which fits all three and harmonizes in color. In this envelope you can mail the booklet, the folder and the letter singly or all together; you can send out booklet and folder, booklet and letter, or folder and letter. Thus each of the ten units offers you seven possible mailing combinations. One of the ten is sure to be of a size and shape to fit any normal printing requirement.

Any of these Units cuts without waste from standard size sheets of Warren's

This way avoids wasting paper and speeds up mailing dates



Here is

WARREN'S

STANDARD
SALES UNIT No. 3

Note the distinctive high-cut envelope, made in penny-saver style—full gummed if desired. Envelopes in White, India or Sepia to harmonize with Warren's Standard Printing Papers.

Standard Printing Papers. That means you can work these sizes economically from any grade of Warren's Standard Printing Papers.

Before you start to plan, call in your printer. Ask him to bring to your desk

the Warren's Sales Unit Portfolio. Look over the dummies, with their envelopes to harmonize with the paper and fit the size. Decide the form best suited to whatever it is you wish to print—booklet, folder, or illustrated letter.

The printed piece you plan from these Units will cut and print without waste. Warren's Standard Booklet Envelopes to harmonize are made by the United States Envelope Company of special envelope paper made by the S. D. Warren Company and are available immediately out of stock in White, India or Sepia from paper merchants handling Warren's Standard Printing Papers. You can speed the mailing by getting them addressed and stamped while the mailing piece is being printed.

The Booklet Envelopes are stylishly cut; the paper is amply strong, folds smoothly, takes the gum well and has a good writing surface. They are made in "penny-saver" style. You can mail them first or third class. These envelopes are made in long runs. The economies of quantity production insure a lower price than "Envelopes to Match" have cost you in the past.

If your printer hasn't yet received the Warren's Sales Unit Portfolio he, or you, should get in touch with the nearest paper merchant who sells Warren's Standard Printing Papers.

Or write S. D. Warren Company, 101 Milk Street, Boston, Mass.

Omaha

*... a rapidly
growing
market*

IN the past five years the capacity of public services and public improvements have been increased to the extent of \$22,000,000.00.

Five years ago there were 257 miles of paved streets in Omaha; today there are 457 miles of paved streets.

More building was done during the first ten months of 1925 than in any whole year previously.

Omaha and the Omaha trade territory is served best by The Omaha World-Herald.

You can take advantage of World-Herald service in investigating and selling this market.

Although leading all Omaha papers by a large margin, the World-Herald's rates are lowest per thousand circulation (See A. B. C. reports).

*Ask us how we can help
you get sales results.*

Representatives

O'MARA & ORMSBEE, Inc.
New York Detroit Chicago
San Francisco

The World Herald

Morning Evening Sunday

know that you have always been interested in making your bars attractive." There is not even a fill-in of the name of the addressee. A little label attached to the top of this letter, over the facsimile signature of Mr. Max A. Wilten, tells the addressee: "I'll see you soon—if any problem is before you, tell me about it on the enclosed post card and I'll be ready to make suggestions when I call. There is something in our line you can use." After the label, the letter and the post card, there is one other sheet of paper. This contains a concise description of the different kinds of tin-foil wrappers for candy bars made by the advertiser. Following this printed slip, however, are fifteen attractive samples of tin-foil wrappers in different sizes and color combinations. These are actual specimens of designs made up for customers and show a pleasing array of designs and color combinations. Backing the whole exhibit is a light-weight piece of cardboard, covered with tin-foil. At the top, each of the various sheets and samples are attached to this cardboard backing, so that nothing can come apart. The whole exhibit will be kept intact. The only items of the exhibit that are loose are the post card and the little label, and even the label is clipped to the exhibit.

It is a sure thing that such an exhibit could not fail to command the attention of a candy manufacturer who uses wrappers of this kind or who is contemplating doing so. The entire exhibit is one that may easily be filed for reference. Mr. Wilten says that in making a trip a month after this mailing was completed, he had more than thirty people tell him that they had actually done what he wanted them to do with the solicitation—filed it where it could be conveniently referred to.

Now and then, of course, we hear it said that the best class of buyers do not make inquiries by mail—that the only folks who make a success of inquiry-producing advertising are those who deal with young folks, colored maids, and the like. So it is refreshing once a season to have some manufacturer who is making supplies for other manufacturers confess

that he gets immediate and serious inquiries as a result of his solicitations. This tin-foil wrapper exhibit of the Lehmaier, Schwartz & Company, Inc., brought eleven immediate inquiries and four prompt sales. As the extent of the advertiser's mailing list is not known, the percentage of return cannot be given. Nevertheless, the advertiser says: "We are very much satisfied at the results of this and are now contemplating sending out another piece on an allied product, in a slightly changed form, but with the same idea in view."

When the man who pays the bills admits that he is "very much satisfied," the result of the advertising is evident.

ONE of the most distinctive types of bulletins to sales representatives is the loose-leaf publication known as "The Fidelity Fireside," issued by the Fidelity Investment Association of Wheeling, West Virginia. This bulletin appears on loose sheets of cameo stock 9 by 16. At the top is a simple photographic feature showing a group of the men discussing affairs. Evidently in the summer season the title is changed to "The Fidelity Front Porch," but the general idea of the bulletin is the same—a group of the men carrying on easy business discussion.

The Fidelity Investment Association also issues an interesting quarterly publication known as "N-S-A—The 100% Club Quarterly Bulletin."

The publisher of these striking bulletins was asked what method he used to get his material. Ray B. Goetze, of the home office of the Fidelity Investment Association, says that he tried at one time having a correspondent in each branch office, but that this plan didn't work out satisfactorily. It was found better to rely on each branch manager who could pass along the responsibility of getting live copy to some one else in his organization if he cared to do so.

Mr. Goetze adds: "'Surprise Write-Ups' is a very popular page, for it gives the men a better acquaintance and a more intimate knowledge of their associates. These articles are also considered

as a mark of merit for good work, and when you add the element of surprise, you can well realize the reasons for their popularity. We write the 'victim's' family for information and pictures and tell them that the greatest secrecy must be preserved. With this information, together with the information secured from associates and from the sales records, we are able to build up the article."

This is the way in which Mr. Goetze addresses wives of the men about whom "Surprise Write-Ups" are to be prepared:

I wonder if you would do us a favor.

We want to surprise Mr. Wyckoff and need your help, and as this is in the interest of both the Reading District and Fidelity, I feel sure that we can count on you to the limit.

From time to time, we have used Mr. Wyckoff's picture in the bulletin, but this time we want to use something different. We should like to have his baby picture, a snapshot taken when he was a boy, or perhaps a picture taken when he was out on his vacation trip—in fact, anything that you feel would interest his associates. Best of all, we should like to have you send us several pictures.

We are writing the wives of the other managers and as soon as all the pictures are in, we will surprise them all with a whole page of unusual and interesting pictures. We don't want Mr. Wyckoff to be missing.

We will promise to take the same care of the pictures you send in as though they were our own treasures, and will return them in good order as soon as they have served our purpose. Will you do your best to mail them to us this week?

Mr. Goetze also shows himself to be a good question-asker. He knows that most salesmen and business men are reluctant "to write articles." However, when questions are asked they are usually more than willing to write letters that with a little touching-up by the editorial department make good human-interest articles. The following paragraphs are from Mr. Goetze's letter to a representative who has been called on to furnish material about another representative:

A thousand thanks for your promptness in sending me the material for an article on your good brother, to whom we affectionately refer as "Pop." Your humorous and whimsical outline left nothing to be desired in the way of treatment, although I must confess that I was just a little disappointed in that you didn't elaborate more fully.

MRS. JONES DID NOT BUY IT

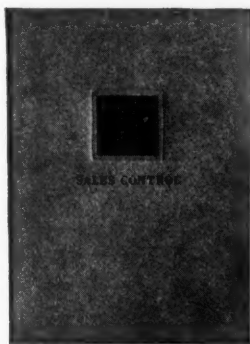


MRS. JONES read of it in the magazines and wanted it. She went to her favorite store. They didn't have it, but they had something else—similar. She went to another store and another, and finally went back to her favorite store and bought the SIMILAR article.

But she wasn't satisfied—she had her heart set on the thing she had seen advertised in the magazine.

Of course, she could have written the manufacturer, and thus learned where to purchase it, but she didn't.

Now if the manufacturer and the dealer had co-operated, by tying into their advertising plan dealer to consumer direct mail advertising (Caxton a.d.a), Mrs. Jones would have visited the correct store in the first place—and perhaps have become a real customer.



A little book that will prove highly entertaining to executives of manufacturing concerns having national distribution.

THE CAXTON COMPANY
Cleveland

Greetings

+

Standard Rate and
Data Service

extends the

Season's
Greetings

+

IT IS quite opportune,
at this time, to thank
our good friends for
their helpful co-opera-
tion and generous pat-
ronage, which makes
the Service possible.
May you, during 1926,
enjoy the full measure
of success you so
earnestly strive to attain.



The pictures are just what I've been wanting and I know that they will add a great deal to the article. I am wondering, however, if you wouldn't find it possible to give me more information along the following lines:

Where and when was he born? Lived there how long? He attended what schools and won what honors? What position did he play on the baseball team and what were some of his most interesting experiences? He married whom and when? How many children; their names; and what are they doing? Can you tell me more about his banking experiences? He is a member of what church? He participates in public and civic affairs to what extent; a chairman of drives, etc.? Does he belong to any fraternal and social organizations?

Now I know that this sounds like we were putting "Pop" through a third degree, but in writing up an article information like the above will prove very helpful and will enable us to give the other representatives a true picture of "Pop."

The Fidelity Investment Association follows the plan of using material from its own organization as far as possible. Occasionally some outside article is used, but not on the plan of paying for outside contributions. A recent survey among its managers and field supervisors showed a decidedly favorable attitude toward both types of the company's bulletins.

A PRINCIPLE that a great many manufacturers and general selling agents are nowadays grasping is that the retailer in such lines as groceries, drugs, hardware, etc., cannot undertake, with any profit to himself, special campaigns on small items. It may seem highly important indeed to the manufacturer, enthusiastic over his magic foot powder, his new sauce, or his new door-latch, that the retailer should be mentioning the article in his local newspaper advertising and sending out a good quantity of circulars describing the commodity. But the retailer gets this pressure from a score or a hundred different quarters. If he laid out some special promotional campaign on every product that he is urged to push, he would have a new campaign to handle every day—maybe two or three a day. So he just doesn't do it.

If he is wise, he confines his special campaigns to items that make a larger unit of sale, or he works out campaigns that make a

group sale possible. Some manufacturers call this group sale the "correlated sale." The idea was well illustrated by the Burroughs Adding Machine Company some years ago in an article addressed to retailers through a number of charts. These visualized to the retailer the various things that are most likely to be needed by the customer when he buys such a product as a safety razor, or articles that would be most likely to be received favorably by him when mentioned by the salesman. On another chart, the chief factor was a hair brush. The articles related to the hair brush were shown by illustrations of comb, hair tonic, shampoo, scalp tonic and mirror.

Parke-Davis & Company, of Detroit, Michigan, have been working out successfully a drug store campaign based on this group-sale plan. Recognizing that the druggist would be unwilling to send out appeals featuring just one Parke-Davis product, the advertiser is furnishing the trade with a series of four-page, illustrated letters.

These letters, on page one, do call attention to one special product, but the second, third and fourth pages of the letters deal with a group of products. One letter, for example, deals with general supplies for the medicine chest.

Parke-Davis & Company go so far as to include in these solicitations products of the drug store other than those of Parke-Davis origin. By this it will be seen that the documents become interesting general advertisements for the enterprising druggist. This is evidently the sort of cooperation that the modern retailer likes.

Parke-Davis & Company furnishes the following information about the plan:

This monthly letter service is offered to a druggist on the following basis:

1. That he buy a certain amount of the merchandise involved in the plan.
2. That he agree to display these products in his windows and on his show cases.
3. That he suggest these products whenever the opportunity arises.

The letters are mailed from Detroit so that they reach consumers the first week in each month. This is done so that dealers all over the country can concentrate on the same products at the same time.

We stand all expense of these letters except the postage which the dealer pays for out of his own pocket. We have a full understanding about this feature before the mailings begin.

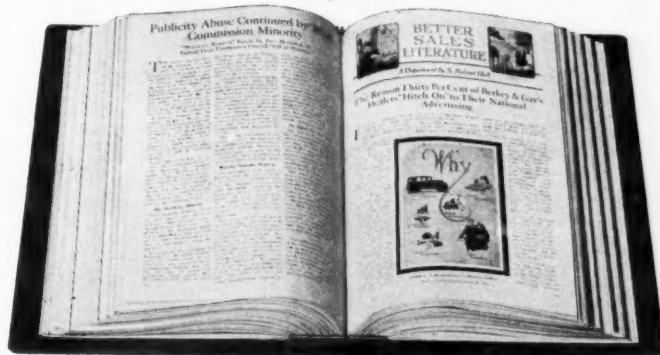
In the last two or three years we have used a number of different forms of direct advertising, but the four-page letter idea has worked out the best. The first page is utilized for a chatty letter, the inside pages for illustrations, and the fourth page for some one phase of the dealer's store. This last feature, we have discovered, makes a big hit. While our distributor is very much interested in enlarging his distribution of our products, he doesn't want the other departments of his store overlooked. And that is why we have found it a good plan to devote the fourth page of the letter to something else other than Parke-Davis products. The soda fountain, the prescription department, the stationery department, the toilet goods department, rubber goods, vacation needs, gifts, and so on, are covered on the back page in the course of the year's campaign.

Druggists who tie-up with the monthly letters with window and counter displays and in a sales way are very well pleased with the results they are getting from these mailings.

It is no easy matter to induce such groups of retailers as druggists and grocers to cooperate in manufacturers' campaigns. The experience of Parke-Davis & Company affords an excellent lesson of how the cooperative motive may be stimulated.

SOOMETIMES it seems that the day should be here when the public generally does not require any sort of coupon or special certificate in order to appreciate an attractive price. And yet the old method of issuing some kind of certificate seems to hold good, and the offer of fiction libraries and classic literature as premiums never seems to lose its appeal.

Even the great publishing firm of Funk & Wagnalls has evidently found it desirable to use the book appeal in connection with its subscription campaigns. One form of solicitation used by this firm consists of a three-page letter, printed on a sheet 17 by 11 inches, which is folded twice, so that the letter-head becomes notehead in size and well adapted to the Elite typewriter type. One whole side of the full sheet is devoted to an impressive illustration of the little Luxart library of thirty volumes. The opening paragraphs of the letter are:



OPENS FLAT LIKE A BOOK

This handsome new binder for *Sales Management Magazine* has been so designed that it will open flat like a book with all margins showing. Each issue as received can be easily and securely fastened in the binder which will hold thirteen magazines.

You have often wanted to keep your copies on file, but have had no convenient method for doing so. With this binder it will be an easy matter to keep past issues as well as the current numbers on hand for ready reference.

The binder is well constructed of heavy durable material bound in Super-Finish Art Leather. The cover is finished in two-tone, dark brown Spanish grain with lettering and panels in antique bronze.

You will want this binder for your desk or library.

PRICE, \$2.00 EACH, POSTPAID

SALES MANAGEMENT

Ravenswood and Leland Avenues

Chicago, Ill.

Mr. Sales Manager:

This Great Plant Can Be

Your Chicago Warehouse



Are your salesmen in this territory losing orders because it takes too long for your product to come to the trade here from your factory?

Have you figured how much of the money that you spend in advertising and sales campaigns is a total loss because your competitor gets the business by making immediate delivery from Chicago stocks?

If you have not investigated public warehousing as applied to the distribution of your product and want to know why enterprising manufacturers the country over find our services an economy and not an expense, write us now.

Ask us for a copy of the 33-page government treatise on "The Merchandise Warehouse in Distribution." It will be sent you gratis.

Let us know your particular problem in the Chicago market. It will receive the considerate attention of a distribution specialist.

**Chicago's Big
Downtown
Warehouse**

**Western
Warehousing
Company**

331 West Polk Street, Chicago

"At the Edge of the Loop"

WILSON V. LITTLE, Superintendent

The participating certificate I am enclosing to you with this letter is of particular value—enough to justify registering it in your name and so restricting it to your own use. The number of such individual certificates issued in your community is not unlimited and we have a record of each one.

We have just secured from the Little Leather Library Corporation (Robert K. Haas, Inc., Successors) a most advantageous option, for a limited time, on a special edition of two hundred and fifty thousand complete sets of the desirable Little Luxart Library—thirty volumes of the world's masterpieces, appropriately bound, the contents exactly the same as those with which the publishers have startled the book-loving public by advertising and selling them so extensively during the past two or three years. A sample of the Luxart binding is enclosed herewith.

A specimen of the attractive red binding is pasted on the front page of the letter. The participating certificate is numbered and issued in the name of the person addressed.

Probably none of the publishers is anxious to tell what the cost of selling books and subscriptions by this method is, but the constant use indicates that the plan is a time-tried method that is hard to beat.

When asked what sort of list is used for a solicitation of this type, the "Literary Digest" replied:

There is no particular class of names in our list; we circularize telephone subscribers, automobile owners, bankers, clergymen, lawyers, physicians, and so on down the line—all classes.

ONE of the clearest and most impressive large folders of the year is from the efficient advertising department of the Burroughs Adding Machine Company.

There are no frills on this document, not even a general border to "hold the text together." It is printed on a big sheet of heavy silkfold stock, 22 by 24 1-2 inches, folding three times to the size of 8 5-8 by 11 inches, with nothing on the address side but the bold and direct headline, "It Makes Better Customers for Your Bank."

This remarkable document, printed in black, red and buff, comes very close to showing record and statement forms in actual size. It deals with basic facts that are thoroughly familiar to every banker—the need for the business

man to adopt an accounting system that shows at all times just "where he is at."

On the inside pages, this modern method of doing business is shown linked up from the sales slip and the bank deposit to the business man's "Daily Distribution Sheets." There is nothing new about the system itself, but the exhibiting of it is done in most effective fashion.

Of course the object of such a folder is to stir the banker to encourage his customers to adopt business methods that enable them to issue "statements based on up-to-date facts," and there is where the Burroughs Adding Machine comes in. Such a document saves the banker trouble. He can take this sheet and without moving from his desk show the customer exactly what he ought to know.

MAYBE we sometimes, with our modern notions about advertising, forget the old methods that pulled well.

A live retailer sends out a folder that shows a new penny framed by a round penny-sized hole in the front page of the folder. The penny, of course, is pasted to the second sheet. This circular is addressed to boys and the salutation is "Hello Henry!—A Penny for Your Thoughts." "Henry" is written in with a pen.

Inside, there is a good boy-language talk headed "You Play Marbles, Don't You?" The boy is told finally that if he will bring the folder to the store he can get a bag of marbles with the merchant's compliments. This is evidently just an attention-getter. The boy is also invited to come to the store with his mother to get his spring suit and is told: "As usual, you will find a very appropriate little gift in the pocket of the suit you buy."

The retailer says that last spring he sent out this folder to 2,500 boys ranging in age from six to fourteen years. About a thousand bags of marbles were given out at a cost of 3 1-2 cents a bag. This was followed by a marked increase in the sale of boys' suits.

Selling to the Shoe and Leather Industry

\$968,075,291 Will be Spent by Boot and Shoe Manufacturers During the Coming Year

LAST summer a salesman for a chair manufacturer was buying a pair of shoes. Sitting right next to him was a fat man, obviously uncomfortable in the cramped quarters provided by the small chair. It was a Saturday afternoon and the store was crowded with hot, uncomfortable customers, most of whom were peevish.

The chair salesman thought that any shoe store would be more apt to make a higher percentage of sales if the seats and arrangements were more comfortable. Back at the factory Monday morning he looked through the line of chairs and selected one model which seemed particularly suitable for shoe stores.

How One Buyer was Sold

He had a sketch made for a special color scheme. Then he sketched on the trademark in colors, of a well known shoe manufacturer. He laid out an arrangement which would provide more room, give the store a "homey" atmosphere, and provide more comfort for the customers.

With this sketch and a number of ideas he approached a large shoe manufacturer. "Why don't you list these chairs in your catalog, and sell them at cost to your dealers?" asked the salesman. Then he went on to outline his ideas.

The manufacturer placed a small order, urged his salesmen to show the photographs of the chairs to all customers, and made it a point to show the chairs to all customers who visited his sales room. It was fitted up with the chairs.

The salesman has since sold other shoe manufacturers and has developed several worth while accounts. There is nothing new about the idea. Shoe manufacturers have sold chairs, benches,

and settees for many years. But this salesman had never received any of the business. Shoe stores are being made more comfortable and more modern and are being improved in many ways. Every new improvement offers an opportunity for some aggressive salesman to sell the manufacturers, as many shoe manufacturers are carrying all manner of retail equipment which is sold to the retailers.

Because a line of shoes represents a big investment, the average shoe manufacturer is in very close contact with his customers. He is in a position to help them in many ways; for this reason he carries and sells equipment and merchandise other than his line of shoes. He sells chairs, display devices, racks, counters, benches, fitting equipment, store signs, electric signs, advertising material of all kinds, advertising specialties, calendars, floor coverings and other material which goes into the equipment of the modern shoe store.

Buying for 1926 Heavy

This is, of course, but a sideline. The estimated total buying of the boot and shoe manufacturers has been placed at \$968,075,291 for 1926. This estimate includes the materials used in shoe construction, as well as the estimated amount of supplies and advertising.

"The volume of products bought by the shoe manufacturers include such items as upper leather, sole leather, cut soles (both outer and inner), heels, counters, shanks, weltings, thread, wax, sole filler, cement, cutting dies, linings, box toes, shoe fabrics such as eyelets, laces, nails, and lasts, patterns, machinery of all kinds, ornaments, loading trucks, cartons, paper boxes, printing, labels, factory and office forms, shipping cases and shipping room supplies, and scores of miscellaneous items," according

to one of the officials of the Florsheim Company, Chicago. "And all of these things must be bought outside the factory. While some manufacturers such as ourselves are equipped to cut our own soles and make our own paper boxes and a number of other things, the large majority of the shoe manufacturers buy everything on the outside.

"The larger firms have buyers for the various products used, some having as high as eight or ten buyers, others, however, have separate buyers of upper leather, sole leather, findings, and supplies, reducing the number to four. Still others, the smaller companies, let their foreman or superintendent do their buying."

Industry in Strong Position

That the extent of the shoe manufacturing industry is far-reaching may be determined from the tremendous output of their products, which is placed at 329,366,796 pairs for the year ending December 31, 1925. It is predicted that nearly 350,000,000 pairs of shoes will be manufactured during 1926, and that the total cost of the various materials used in the manufacture, exclusive of labor, will be \$768,075,291, with the cost of supplies reaching another \$200,000,000.

The strength of the industry is reflected in the fact that 1,204 factories are said to be working full time, and some look forward to an export trade which will keep their factories working full twenty-four hours daily.

While most of the larger shoe factories are located in the west, centering around St. Louis, some still maintain large eastern factories, and do their buying in the east. As a rule, salesmen call upon the principal office or factory.

(Continued on page 920)

Reward In Prize Fighting

means the ability to make good impressions in three colors, black and blue and red—and to make them quickly and in the right place. Occasionally, a yellow streak is also in evidence. Reward in advertising means much the same thing, except that the colors are neither specified nor limited as to number.

Present business conditions brook no love-feast methods. Advertising is on its mettle. The time for action—intelligent sustained action—is now. Work with us and you will work hard. The pace is not slow. But the results we achieve are worthwhile.

Work

Here we work in advertising, not at it. To know people, to know them in groups of hundreds and of millions, to resultfully appeal to their most vulnerable sensibilities through a printed page is part of our craftsmanship. Without big promises we have won the confidence and the business of a number of substantial companies. Advertisingly we are fighting for them and with them.

A Clue

If you believe that your market should absorb more merchandise bearing your mark—if your per unit sales cost *must* come down and a rising volume ensue—then investigate our unusual service. What we are doing for others is a good clue for you. A request for an informal discussion—in your office or ours—implies no obligation on your part. We shall do our best to make the time you spend profitable to you.

Turner-Wagener Co.
Business-Building Advertising
400 N. Michigan Ave., Chicago



"A good advertising connection will help you make your dollar go farther, but not so far that it will never come back." J.H.T.

What Price Business?

(Continued from page 882)

suspensions that are aroused by this type of solicitation.

Less than a month ago, for example, I heard that one of the leading accounts in a certain line was about to change hands. In my own opinion that particular account had been about as well served as any in the country. You would recognize it instantly as one of the outstanding successes of the past ten years. The agency had developed a type of advertising that had put it into a position of unquestioned leadership, and was keeping it there in the face of extremely vigorous competition.

Poison-Gas Solicitation

Yet the advertiser was about to make a change, and so far as I can find out for no reason at all except a "general dissatisfaction" that had its roots in suspicion. The suggestion had been made so often that the agency had ulterior motives in suggesting certain mediums, that the company had begun to regard all its suggestions with a jaundiced eye. I have been told, and I do not doubt it in the least, that the breach of relations between N. W. Ayer & Son and the U. S. Rubber Company, that culminated in a lawsuit and a \$178,000 bill for damages, had its real beginnings in the cuttle-fish activities of mediums that had been left off the list; the poison-gas in this instance being administered through the company's distributors.

Please do not think that I am objecting to the practice of "going over the head" of the agent, direct to the client. There is no objection to that practice at all. The better the client is informed as to mediums, the better he is equipped to pass judgment on his agent's recommendations, and the final decision is always up to the client anyway.

There is no reason in the world why a publisher should not give a prospective advertiser every bit of information about his medium that is available, and there is every reason why he should. But I do

object to the type of solicitation that is represented by the letter that I have quoted, and it is a type of solicitation that unfortunately seems to be growing in popularity. Seldom is it quite so bare-faced and impudent as in the present instance, but it always carries the suggestion by insinuation or innuendo or lifted eyebrow that the agent who is placing the business will bear watching.

Please do not think, either, that I mean to imply that this practice is peculiar to any particular class of mediums. The letter quoted happens to have been written by a newspaper special representative, but it might equally as well have been written by a magazine representative, a trade paper solicitor, a printer, engraver or lithographer. No class has any monopoly on the art of cuttle-fish solicitation, and none that I know of is altogether free from it.

A Warning to Advertisers

There is, of course, nothing in particular that can be done about it. The cuttle-fish will remain a squid in spite of all that anybody can say about it. I do feel, however, that many advertisers would do themselves a service if they were more often on guard against insinuations and innuendos that reach them in this way. And I think, moreover, that publishers and others who deal through advertising agencies would do well to consider how often they are represented in this light by their salesmen and representatives.

I don't for one minute imagine that the publisher of the newspaper referred to above would have countenanced such a solicitation if he had known about it. And that goes, also, for a good many concerns that are not publishers. I have no doubt that there are a number of readers of "Sales Management" who would be horrified if they could hear what their salesmen are actually saying to prospects in the field at this particular moment.

10 YEARS

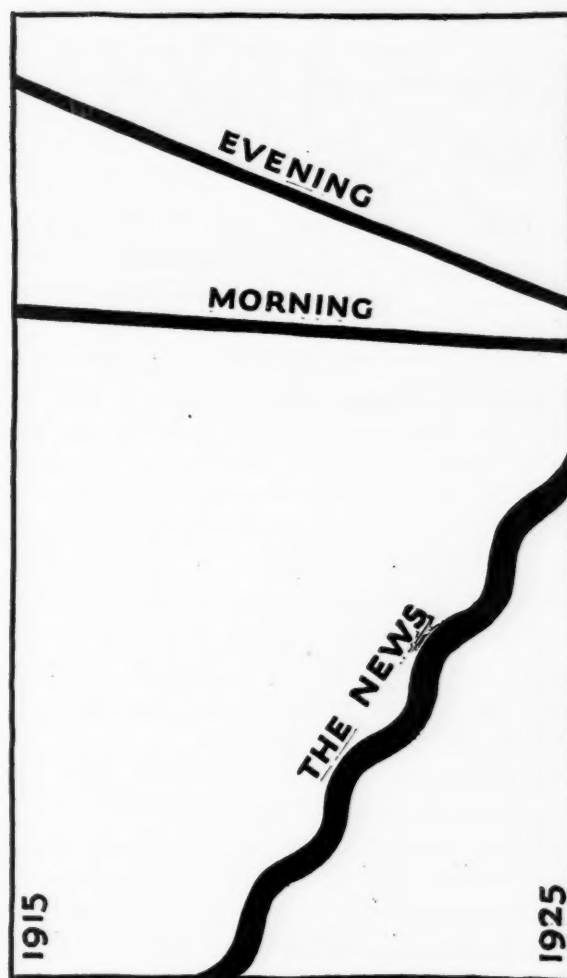
of New York newspaper circulation history told in 3 lines

CONSIDER the chart: In the last ten years in New York City the total volume of standard size MORNING newspaper circulation has decreased 3.3%—the total circulation of all standard size EVENING papers has shrunk 25.6% ☞ ☞ The total circulation of ALL standard size papers, morning and evening, has decreased 16.2% in ten years—despite the fact that New York's population has had an increase of about a million people in that time.

BUT the tabloid News, starting from nothing in 1919, has gained almost a million circulation in the past six years!

The national advertiser has a tremendous new vital growing force in The News. With the largest circulation in America, morning, evening or Sunday, it is the first medium available that covers the whole city market ☞ With the small page in the small paper, advertising is made more efficient, more easily seen and read, and suffers less from competition ☞ And the cost is much lower! ☞ ☞ Get the facts!

OCTOBER CIRCULATION AVERAGES: DAILY 965,378 — SUNDAY 1,180,350



Total circulations of all standard size New York MORNING newspapers, according to Government statements, for six months' period

ending Oct. 1, 1915 . 1,422,718

ending Oct. 1, 1925 . 1,375,181

Decrease 47,537 . 3.3%

Total circulations of all New York EVENING newspapers, according to Government statements, for six months' period

ending Oct. 1, 1915 . 1,932,440

ending Oct. 1, 1925 . 1,435,953

Decrease 496,487 . 25.6%

Total circulations of ALL standard size New York papers, morning and evening, according to Government statements, for six months' period

ending Oct. 1, 1915 . 3,355,158

ending Oct. 1, 1925 . 2,811,134

Decrease 544,024 . 16.2%

THE NEWS
New York's Picture Newspaper
25 PARK PLACE, NEW YORK
Tribune Tower, Chicago



EDITORIAL COMMENT



A Real Job for a Real Year

It is customary at this season for editors of business papers to air their views on what the coming year holds in store for their readers. We are so firmly of the opinion that what you, as a reader of "Sales Management," get out of 1926, is going to depend on what you put into it, that we feel any forecast on our part would be out of place. Moreover, we don't flatter ourselves that anyone really cares what we think about the business outlook.

So we will use the space which custom suggests that we give to forecasting the future trend of business, to discussing what you can do to make the most out of what everyone feels should be a year of unprecedented opportunity.

We all have many plans for the New Year, of course. There are all those things which we should have done this year, that still remain undone. Then there are all those things which we have promised ourselves to do after the first of the year. To that we must add the things which others wish us to do. Plainly there will be no shortage of things to do. There is no problem there. But the danger is that we will try to do too many things; that we will find ourselves at the end of next year in a position where we cannot put our finger on any one big thing and say: "Here—this is what I did during 1926."

Finding the one big thing to do is not easy. Neither can it be standardized. Yet in nearly every case it has to do with the building of next year's sales through the re-building of this year's salesmen.

As we see it, one big thing a sales manager can do is to take the monotony out of the salesman's work. When you compare the work of a salesman with that of a mechanic, who stands before a machine day in and day out making the same thing over and over, the work of the salesman is far from monotonous. But this is not a fair comparison. Even a salesman selling Mr. Heinz's well known fifty-seven varieties, in time loses his enthusiasm. He tells the same story over and over, meets the same people over and over, listens to the same objections over and over—until finally the dull drab of the proceedings grow upon him. He either takes another position or "goes stale."

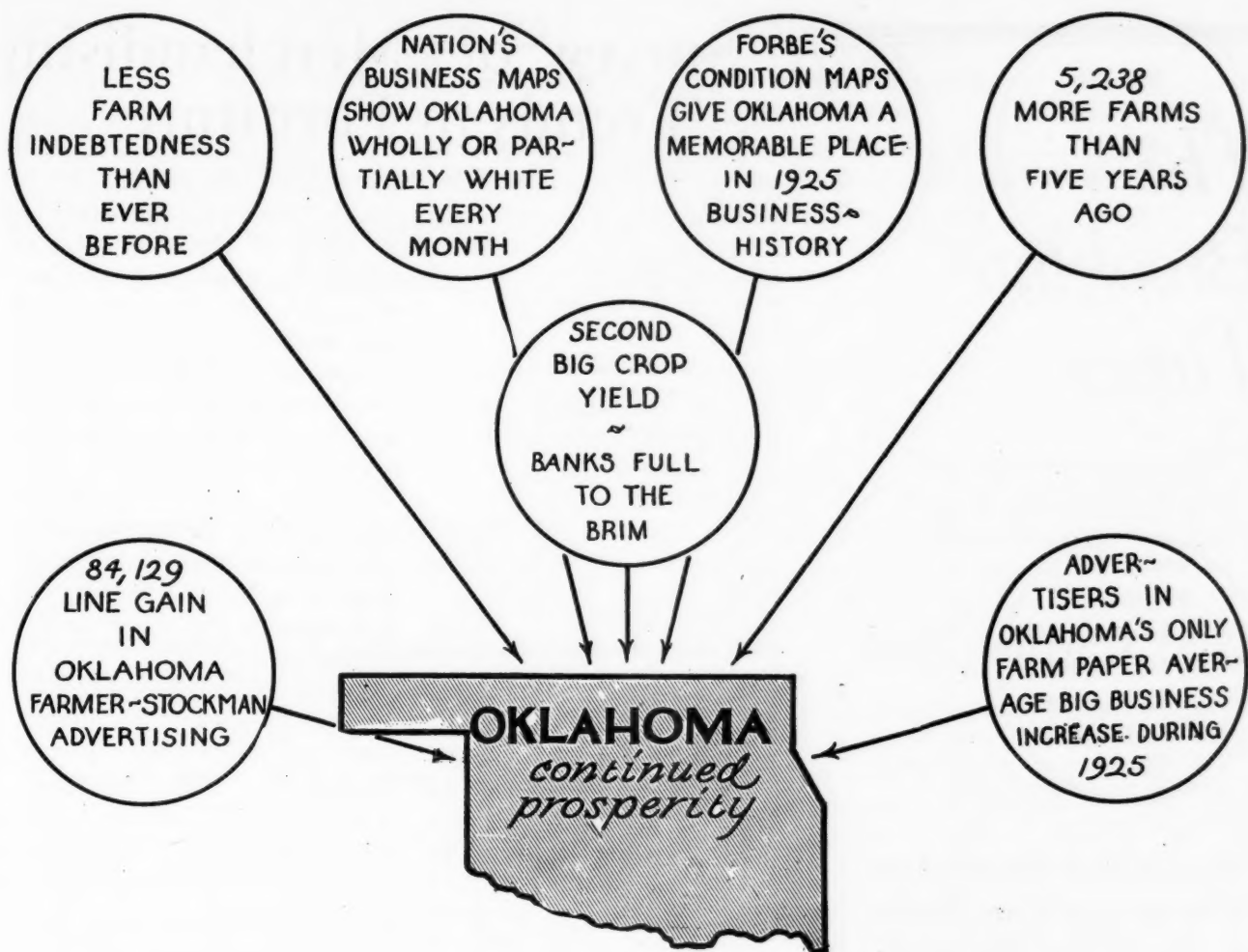
A rather wide and intimate observation of the work of nearly 25,000 sales organizations, covering a period of ten years, makes us very positive in

our assertion that those sales managers who are the most successful, give the most attention to keeping kindled and aflame in their salesmen that spark of enthusiasm which makes work, play. There is no formula for doing this. A method which proved highly effective in one organization may prove a dismal failure in another. Even the same plan in the same organization might succeed on one occasion, only to fail on another. Much depends on the temperament of the men, the spirit of the organization, the season of the year, and, above all, on the personality and leadership of the man who fathers the plan. But there is a way—however deeply it may now be buried—for touching the heart-string in your salesmen; that boyish love of fun and the game which is common to nearly every man who sells things. Your job, as a sales manager, then, is to find out what it is that will send your salesmen out on the street bright and early every morning, thankful that a new day is here, thankful that they are selling what they are selling, thankful that they are working for the kind of a house they represent, thankful for the opportunity which is theirs to make this day count.

If you can find the answer to this question, and apply the answer to your selling problem, you can consider that you have made a good job of your 1926 opportunity.

Montgomery Ward & Company Are to Be Congratulated

We are told that not so long ago, a group of New York bankers came to Chicago and showed the directors of Montgomery Ward & Company how they could add five million dollars a year to their sales. There was nothing complicated, even risky about it. All they had to do was to permit a customer to buy what he needed from their big catalog and pay for it when convenient. The bankers would be glad to buy this paper—at a discount, of course—so that Montgomery Ward & Company would not even have to finance this installment business. It was a tempting proposal, and one which less astute merchandisers than Montgomery Ward & Company might have entertained. But Montgomery Ward & Company would have none of it. They sent the bankers back to New York without the least encouragement. At least one concern seems to be alive to the realization of what is going to happen the next time the pendulum swings back.



All Indications Point to Bigger Sales Opportunities in the Oklahoma Farm Market During 1926

Oklahoma is facing unprecedented prosperity. More than 389 banks now operating in this rich farm market show the soundest financial condition of their history. The opportunity for profitable *volume* sales is waiting for your product if you go after *farm* sales in Oklahoma. The Oklahoma Farmer-Stockman, Oklahoma's *only* farm paper, will enable you to get those farm sales at minimum cost.

Carl Williams
Editor

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

Ralph Miller
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

The Brooklyn Times

has more home delivered circulation than the total sale (subscribers and street sales) of any other Brooklyn newspaper.

1,200 Carrier Boys

are delivering 71,000 copies of the Brooklyn Times to 71,000 homes every day and adding new subscribers.

No Other Brooklyn Newspaper Can Show A Similar Growth

Net Paid Circulation For
Week November 28

85,171

In both circulation and advertising, the development of the Brooklyn Times has been accomplished by strictly legitimate methods for a clean and decent newspaper appealing to a conservative and intelligent class of people.

The Brooklyn Times offers the advertiser the cheapest and most effective key to one of the richest and most responsive great markets of the country.

Brooklyn Daily Times

National Representatives
Lorenzen & Thompson, Inc.
New York Chicago
San Francisco Los Angeles

A Survey of Merchandising Trends in Furniture

(Continued from page 884)

Rods (curtain)
Rugs
Screens (all kinds)
Sewing machines
Shades (porch and home)
Sleds
Statuary
Stoves (coal and wood)
Stoves (coal and gas)
Stoves (gas and fireless)
Stoves (electric)
Stoves (oil)
Swings (porch and lawn)
Tapestries
Tassels
Tents
Toys
Trunks
Utensils (cooking)
Vacuum cleaners
Velocipedes and wagons
Washers (clothes and dishes)
Yards (baby)

The lines comprised under the heading of "furniture" actually account for only approximately 50 per cent of the store's business. The great majority of furniture stores handle a wide variety of more or less closely associated lines, and these lines vary so widely that any comparison of figures is likely to be more deceptive than enlightening.

By the time the federal authorities get through with some of the anti-trust proceedings that have been brought against various groups in the trade, we may have some figures that can be accepted as authoritative. And then again, we may not.

Widely as opinions seem to vary in the matter of statistics, however, there is a striking agreement on two general conclusions: first, that the policy of selling on installments is increasing by leaps and bounds, and second, that co-operative or syndicate buying on the part of retailers is increasing rapidly.

One of the largest retailers on the Pacific Coast writes, for example:

"The general furniture business here has taken a new angle—occasioned by the fact that 98 per cent of our large firms handling furniture sell on the installment plan. Unquestionably the department stores are gaining, and the so-called small dealers are gradually

being eliminated. The dealer with a capital of \$20,000 or so is now being compelled to go on the installment basis in order to exist, and must resort to the discount companies. This is affecting credit conditions adversely so far as they are concerned, and the end is not yet."

I have similar reports from other sections of the country and one manufacturer states that at least 90 per cent of his production is bought by the consumer on installments.

Syndicate buying on the part of retailers appears to be increasing very rapidly in the East and Middle West. Reports from farther West either do not refer to this at all, or state that there is practically no cooperative purchasing in evidence.

New A. B. P. Committees Are Appointed

New committees for the Associated Business Papers whose members will serve during the coming year, have been appointed by Malcolm Muir, president of the organization.

The following members will serve on the advisory committee: A. C. Pearson, James H. McGraw, Col. E. A. Simmons, Charles G. Phillips, Henry G. Lord, Fritz J. Frank, M. C. Robbins, Arthur J. Baldwin, Fred D. Porter, E. R. Shaw, W. H. Ukers, Samuel O. Dunn, A. W. Shaw.

The agency relations committee will include: J. H. Bragdon, Harry E. Taylor, Harvey Conover, David B. Gibson, J. G. Jarrett, Karl Mann, J. A. Oakley, Russell Putnam, L. B. Sherman, Fred S. Sly, L. F. Stoll.

The standardization committee is as follows: J. C. Aspley, Frank S. Bamford, Mason Britton, E. H. Gleason, George H. Griffiths, Frank Meyers, C. A. Musselman.

First Place Again!

Hotels again lead 19 building classifications in new construction forecast by Architectural Forum for 1926

THE ARCHITECTURAL FORUM'S annual surveys and forecasts have become almost uncanny in their accuracy. The 1926 Forecast has just been released.

The hotel market will represent 14% of the total value of all new construction in 1926.

This will amount to over three-quarters of a billion dollars.

It represents an estimate of 5,162 new hotels and apartment hotels.

This \$777,200,000 market is again in first place among 19 building classifications.

This leadership is not surprising to those who know the situation. There is hardly a community that cannot support and does not need a new modern hotel. An apartment hotel is a comparatively recent development that is growing tremendously in the cities. The market has become stabilized since the changes necessitated as a result of the Volstead Act.

Think of it—14% of all the money to be spent for new building in 1926 will go into hotels of all types and sizes.

For four years HOTEL MANAGEMENT has been developing a complete sales service for manufacturers. We are ready to help them sell this market any and all kinds of products going into the construction, equipment and operation of hotels.

Our complete sales plan takes into consideration every important step in sales, sales promotion and advertising for hotel business. It has many unique and exclusive services.

An important part of this service includes regular reports to our advertisers of the monthly new projects as they develop, giving all essential information necessary to reach the right individual at the right time.

Our mailing list services with many exclusive features and the circulation of HOTEL MANAGEMENT cover all important influences, both within the hotel industry and those serving it in a consulting capacity.

We are fully equipped and ready to assist any advertising or sales executive and his men to thoroughly cover not only this new market of over 5,000 additional hotels to be built in 1926, but also the important buying influences in the existing 16,000 worthwhile hotels.

An explanation of our complete sales plan, including a special survey showing the potential possibilities in the hotel market for your products and how HOTEL MANAGEMENT is prepared to assist you to sell to this field, will be sent any sales or advertising executive on request and without obligation.

**HOTEL
MANAGEMENT**

FOOD SERVICE

National
**RESTAURANT News
and MANAGEMENT**

Ahrens Publishing Co., Inc.

New York: 342 Madison Ave.

Chicago: 30 East Ontario St.

PACIFIC COAST AND SOUTHERN REPRESENTATIVES: BLANCHARD-NICHOLS-COLEMAN

ATLANTA — SEATTLE — SAN FRANCISCO — LOS ANGELES

Poll Shows Manufacturers Sharply Divided on Fixed Price Law

(Continued from page 880)

is precisely what they amount to. The overwhelming and practically unanimous demand among manufacturers for relief from the "oppressive" decisions of the Supreme Court boils down to about 1.5 per cent. Congress must surely heed so loud and impressive a Macedonian cry as this!

Now concerning that other favorite contention of the league, that the division of sentiment is between decent manufacturers on the one hand and would-be price cutters on the other, we quote from a few letters received in connection with the ballots. The Quaker Oats Company, for example, writes:

Your letter about price control has been received. There is, of course, a good deal of feeling in this matter on the part of some people. Our own ideas are, we believe, similar to yours.

In other words, we do not see how it is practical or advantageous for all parties concerned, to have legal price maintenance of manufacturers' brands. You certainly have our sympathy when you fail to place confidence in legislative methods of eliminating price-cutting evil.

For our own part, we would hesitate to classify the Quaker Oats Company with "would-be price cutters." And here is another, in the person of Saunders Norvell, chairman of the board of McKesson & Robbins, Inc. Mr. Norvell writes:

I agree with you that we are having entirely too much legislation in business. Such legislation will only bring out artificial conditions. There is only one law for business and that is the eternal law of the survival of the fittest. All business anesthetics are simply of temporary value.

The sales manager of The Champion Chemical Company, Springfield, Ohio, says:

We, in common with other manufacturers selling goods nationally, have difficulty in maintaining our established prices, since we deal through direct salesmen and through jobbers.

We would be opposed however to the enactment of any legislation that would tend to compel the maintenance of price. It is our opinion that such legislation would be harmful rather than having any particular merit to stabilize prices in any industry or in business generally.

From J. G. Norman, vice president of the Blackman Stock Remedy Company, Chattanooga:

We have not checked your card because this is one of the questions to which it is difficult to give a yes or no answer. Our interests would seem to suggest the affirmative, for not only do we experience trouble with the price-cutting retailer, but with jobbers as well, who encourage price-cutting by passing on to the retailer their entire drop shipment discount, contenting themselves with the cash discount.

Even in the face of these sporadic cases, we hesitate to endorse the doctrine. Our answer is indecisive, but if forced to make it definite our vote would doubtless be with the opposition.

From the vice president and general manager of the Globe Automatic Sprinkler Company, New York:

I cannot refrain from expressing my opinion that it would be very dangerous for the business interests of this company to favor any program to have Congress legislate to control resale prices on branded products.

We agree with you that the less government meddling there is in business the better, and although we have no ax to grind because we are selling no branded products at retail, we believe it is our duty to record our own opinion against any request to Congress to control prices in any way.

Perhaps that will be sufficient to indicate that the opposition to the legislative panacea is not confined altogether to concerns that are seeking to take an unfair advantage of their fellow men. It may suit the devices of the Fair Trade League to divide manufacturers into sheep and goats according to their opinion of the Stevens-Kelly Bill, and to assure Congress that the only opposition comes from "would-be price cutters." Such a division, however, will hardly suit anyone who has any degree of respect for the facts.

We have perhaps an equal number of letters from those who favor the proposed legislation. Most of them are characterized by a serene confidence that the abstract right to enter into resale price agreements will cure the evils of price-cutting, and that the proposed law will, in some fashion or other, enforce itself.

"In our opinion," says the general manager of the Antikamnia Remedy Company, St. Louis, "some legislation on this subject is necessary. Existing laws touching this question make it a most perilous

undertaking for any individual manufacturer to attempt to control the resale price of his trademarked product. Some manufacturers who are financially able to have a corps of able lawyers at their elbows to supervise all their transactions and correspondence have been able to avoid legal complications, but most of them who have tried it have had to fight in the courts all the way to the U. S. Supreme Court.

"Your own theory that if the manufacturer can once establish the principle that unfair price-cutting is a wrongful injury to his good will, he can seek injunctions against specific price-cutters through the equity courts, would not work out well in practice. A manufacturer doing a nation-wide business would be obliged to seek injunctions in almost every city in the country, and when one price-cutter has been enjoined in any one locality another will appear in his place, so that the manufacturer would be confronted with a sort of endless chain injunction-seeking task.

"It is possible that a modification of existing anti-trust legislation would meet the situation fully in this respect."

For our own part, we cannot see how the mere alteration of the law on the statute books will meet the situation at all. The most that the law can do would be to give the manufacturer the opportunity to bring action to enforce his contracts, or to appeal to the Federal Trade Commission—against specific price-cutters in either event. Neither the Federal Trade Commission nor any other governmental agency can be expected to play the role of fairy godfather, or come down the manufacturer's chimney like Santa Claus, with price-maintenance in his pack. Action will have to be taken against specific price-cutters any way you look at it, and the manufacturer will have to take it. Alteration of the anti-trust laws will not cure price-cutting automatically any

Live Louisville sets a dizzy pace

Month after month, Government Building Statistics have shown it to be the fastest growing city in America, Florida boom centers excepted.

In the past four years its population has increased over 35% and its wealth has almost doubled. Its growth and expansion have been equaled only by that of the rich, progressive area that it serves and dominates, and that of its Biggest and Best newspapers!

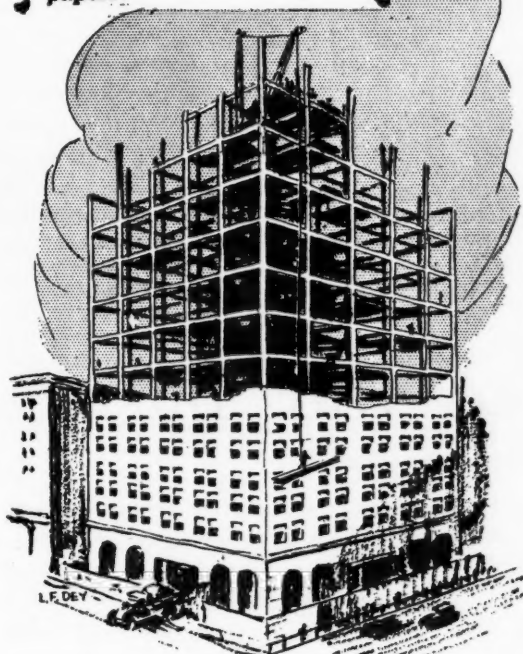
And only its biggest and best newspapers have been able to keep in step! ~ ~ ~

During the past four years

☐ The Daily Courier-Journal has gained 17,224 circulation and the other morning paper has lost 6,854.

☐ The Louisville Times has gained 5,662 circulation and the other afternoon paper has lost 3,480.

☐ The Sunday Courier-Journal has gained 40,931 circulation and the other Sunday paper has gained only 344.



The Courier-Journal THE LOUISVILLE TIMES

Over 129,000 Daily Over 101,000 Sunday

Leading In The Morning By 25,585—In The Afternoon By 29,481—On Sundays By 43,689

Represented Nationally By The S. C. Beckwith Special Agency

Would Your Salesmen Pay for Your Advertising?

WHY is it that in some concerns the salesmen are constantly grumbling about the advertising, advocating that the money spent for advertising should be given to them in commissions; while in other concerns the salesmen would rather pay for the advertising themselves than to see it discontinued? Why is it some concerns get their dealers to bear part, or all, of the expense of localized advertising, while other concerns cannot even get their dealers to unwrap the packages containing the sales literature sent to them for distribution?

Why is it that one concern will receive hundreds of requests for reprints of their advertisements, for mailing campaigns, for localized sales literature . . . even for circular letters; when others can't give them away to their distributors?

Here is our answer to these three vital questions: When salesmen, distributors, and dealers, are co-operating with you to the limit it's because the same intelligent effort is given to merchandising advertising to salesmen, to distributors, to dealers, and to consumers that is given to the preparation of the advertising itself.

We welcome an opportunity to show you what we have done for our clients on this one phase of their advertising and sales promotion. Our policy is to definitely, and concretely, assist our clients to "harness their advertising dollars."

**SHIELDS &
COLCORD**
INCORPORATED
1623 HARRIS TRUST BLDG.
CHICAGO

more than a certain famous amendment to the constitution has stopped everybody from drinking.

As compared with a lawsuit to enforce a contract, an action for injunction has a number of very conspicuous advantages. In the first place, relief can be secured immediately in flagrant cases, and the price-cutter prevented from carrying on his depredations while the case is pending. An injunction can be made broad enough to cover any and all damage that the price-cutter may do to the manufacturer's good will, leaving the former no opportunity to injure the manufacturer's reputation by way of reprisal. And finally, an injunction is much more greatly to be feared than a mere lawsuit under a contract.

The most notorious price-cutter in the country would scarcely object to have it become known that it was being sued for breach of contract in reducing prices to the public. It might even welcome publicity of this character. But an injunction for unfair competition is a horse of quite the opposite color. No retailer is very likely to

hanker after publicity of that particular variety.

We believe that a few swift and sweeping injunctions against notorious price-cutters will do more to make the practice unpopular than any number of lawsuits for breach of contract. The manufacturer who gets the reputation for bringing prompt and summary action when his rights are invaded, is most likely to find that his goods are treated with pronounced respect. We do not think he will be troubled by the necessity for bringing a multiplicity of actions in various parts of the country.

One further point: Assuming that Congress could be persuaded to pass the famous Stevens Bill at the behest of a small minority of business men, how long do you suppose it would remain on the statute books? Our own guess is about long enough for the next Congress to repeal it. And can't you imagine the gentleman from Iowa or Nebraska going back and telling his constituents with pride how he voted for the bill to prevent them from buying their breakfast food and soda crackers at cut prices? So can we!

We Learned Our Business

(Continued from page 876)

Only through men could we get the good out of our investment. Men tied up to a four years' training, tied up our capital for that same period.

Four years had been necessary to produce successful salesmen only because we had allowed those men to train themselves, learning only by bitter experience in the field, learning through disappointments and turn-downs.

Now that we train new salesmen in 12 1-2 per cent of the time formerly necessary, our sales expenses are lower. We have 400 salesmen in the United States alone. Multiply that by their salaries for three and one-half years, and it will pay for considerable study. Our first big study proved so profitable that it has continued constantly to bring our technical knowledge up-to-date ahead of any

other authorities. Our executives come and go at fairly frequent intervals, constantly renewing their training, freshening their ideas, and constantly going back to their home offices to spread those new ideas out into their sales organization.

The training courses have changed and developed as the years have gone on. We have added new features. For instance, we find that the men who are selling automobile oils require a different training from those who are selling oil to industrial plants, so we have a special training course for automobile oil salesmen. We have included in the course such departments as advertising, warehousing, accounting, and various special phases of selling effort. And we will probably continue to change and develop these training courses as the years go on.

How Willys-Overland Staged a Sales Come-Back

(Continued from page 878)

The dealer quota that was set up, likewise, is working out splendidly. In assigning dealer quotas there were two factors considered: whether it was to the best interests of the company to have a dealer in a certain town and whether the sales possibilities of that town were great enough to permit a live-wire merchant to do enough business to insure a good income for himself.

Every Executive Has Authority

It has been comparatively easy for Willys-Overland to secure dealers in any part of the country. The company offers to the dealer one of the most attractive franchises in the industry, with a complete line of automobiles hardly equaled anywhere. The prices of its cars are within the range of the prices of 93 per cent of automobiles sold in America. At the Toledo office there are the names of several hundred new dealers, contracted since last September, who were formerly agents for competing companies.

At the home office a constant watch is being kept on the performance of branches, distributors, district representatives in the wholesale territories, and the dealers. Each month a complete report is made on the performance against quota of each branch, distributor, district representative and dealer.

The home office organization at present consists of the following: sales manager, L. G. Peed; assistant sales manager, O. P. Kilbourn; chief supervisor, C. J. Rogers; manager of branch operations, W. S. Moffett; manager statistical division, R. L. Underwood; sales promotion manager, R. M. Rowland; manager commercial car division, H. H. Pete; manager car order department, L. I. Longfellow; director of service, W. R. Webster; manager of parts department, August Benhoff, and about 70 other employees.

Each of these executives covers a definite field. They are never hindered in their work by unnecessary conferences or by conflicting orders from higher officials. In

fact each manager is the real executive of his department and is trained to make important decisions without the help of others.

That the reorganization of the sales department is a definite success, is attested by the fact that as soon as the new order was initiated sales began to increase. By 1923 Willys-Overland had obtained a firm hold in the industry and established a new record in the number of cars sold. While 1924 was somewhat less fruitful because of a slight decline in the industry, the 1925 sales are far ahead of any previous records made by the company. Plans for 1926 call for the sales of cars many thousands more than the total of 1925 sales.

General Outdoor Earns \$1.90 on Common

General Outdoor Advertising Company, Inc., earned \$1.90 per share of common stock during the first eight months of this year, after allowing for full dividends on the preferred stock and dividends at the rate of \$4 per annum on the "A" stock. Officials estimate that gross business will continue throughout 1926 at even a better rate than during the present year. A report issued for the six months ended October 31, 1925, showed an average monthly gross of \$2,530,000, while for the three months ended October 31, net profits before federal taxes and reserves for doubtful accounts but after amortization, averaged more than \$300,000 a month.

The Redfield Advertising Agency, New York City, announces the addition of LeGrand L. Redfield, as assistant to the president; Frank R. Farnham as copy and plan chief; Ralph H. Meade, as vice president; and Oliver Redfield assigned to the mechanical department. LeGrand L. Redfield is the son of the president, C. S. Redfield, and his former connections were the "New York Journal" and Thomas Cusack.



Another Reason Why---

Christmas shoppers in New Orleans had 2,500,000 extra dollars to spend—Christmas savings that were distributed to 75,000 buyers on December 3rd by the New Orleans banks.

This big increase over previous years means that business is good!

Put New Orleans on that list!

New Orleans' Foremost Newspaper

The Times-Picayune

FIRST FOR THE SOUTH

Representative newspaper in "A Study of 81 American Markets," published by The 100,000 Group of American Cities.

Representatives:
Cone, Rothenburg and Noss, Inc., represent us in New York, Chicago, Detroit, St. Louis, Kansas City and Atlanta; R. J. Bidwell Co., in San Francisco and Los Angeles.

PERSONALIZING *instead of* "Your Name Here"

*A new way to solve that
perplexing problem—
the distribution of
dealer helps.*

Dealer helps of all kinds, and syndicated direct mail campaigns in particular, have long been recognized by manufacturers as an effective means of increasing sales.

However, there has always been and will ever be, one stumbling block in the distribution of these aids and that is dealer procrastination.

How to stir the dealer into action, to persuade him to make use of the advertising that has been prepared for him, is a problem that is puzzling sales executives.

Many have found PERSONALIZING the solution of this problem.

Imprinting the dealer's name and address upon each unit of the campaign in actual job type instead of the usual "rubber stamp" "Your Name Here" rivets favorable attention to the campaign—applying to it the name of each dealer handling your line. Your campaign is thus distinguished from the ordinary run of prepared campaigns and consequently it receives more careful attention than is usually accorded advertising matter of this type.

This is not theory. It is fact based upon the experience of clients who have used Personalizing for this purpose.

Space does not permit us to describe in detail the plan for marketing syndicated dealer campaigns in connection with PERSONALIZING, but if you will drop us a line on your own letterhead, we shall be glad to give you a complete description without placing you under the slightest obligation.

II *PERSONALIZING is a
copyrighted name describing a
process whereby the name of
the individual recipient is
printed in job type upon the
mailing piece directed to him. II

**The Direct Advertising Agency
and
Kier Letter Company**

538 South Clark Street,

Chicago, Ill.

PERSONALIZING is Attention Insurance

Selling to the Shoe Industry

(Continued from page 909)

"The market offered by the boot and shoe manufacturers, which number over 1,200, for hundreds of different products, leads me to believe that this industry will spend over a billion in 1926," said H. T. Miller, of the United Shoe Machinery Corporation, "and firms now selling them can expect a bigger year than ever before. The entire outlook is favorable. You can analyze a pair of shoes, and estimate the different items used in their manufacture. Then, consider the office supplies, factory supplies and equipment used, the advertising needed and the salesmen's samples and trunks required, and get a fair idea of the relation of shoe manufacturing to other industries."

Another firm which sells a large volume of office supplies to the boot and shoe trade, pointed out that the financial strength of the firms had increased in the last two years, and that the industry as a whole was in a healthier financial condition.

A New Marketing Angle

A new angle of boot and shoe manufacture, which will likely increase the demand for women's shoes during the coming season, has been established by the cooperation of hosiery manufacturers with shoe manufacturers in deciding upon a color card for the spring and summer season.

"The agreement of the various groups interested in the shoe industry and representatives of the hosiery trade, on the question of color as it applies to footwear, has been accomplished, and a color card for the spring and summer of 1926 has been decided upon, which is a radical improvement," said J. Dudley Smith of the National Boot and Shoe Manufacturers' Association, in a recent bulletin. "This color card will give the manufacturer, retailer, traveling salesman and tanner a picture of the type of shoe that should be worn with the different costumes." It is expected that this new card will increase the demand for shoes and thereby increase the total purchases by the manufacturers.

A Square Deal for Every Salesman Visiting Macy's

(Continued from page 381)

examination of "sample" lines. Hitherto, it has been the custom for those men simply desiring appointments to obtrude with a request to see the buyer "for just a minute, please"—and these interruptions have frequently tended to distract the buyer's mind, as well as to fluster the salesman entitled to prior rights in the premises.

Another plan which Macy's adopted is the posting of the buying days and hours on a bulletin board at the street entrance, thereby saving the salesman's time by eliminating the necessity of taking the elevator to the fifteenth floor, and making inquiry, or waiting, for a buyer who is not scheduled to appear on that day.

Conditions in Other Stores

Indicative of the fact that this problem varies materially in its relation to different stores, is the case of Bloomingdale Brothers, also located in New York City. Macy's store is on 34th Street, in the center of the wholesale section, whereas Bloomingdale's store is on 59th Street, considerably out of the beaten path; and therefore, in addition to buying at their uptown store, Bloomingdale's also has a schedule of buying days at the American Retailers' Association offices, 128 West 31st Street. This complication creates an entirely different set of conditions from that existing at Macy's; and the salesmen's committee has been very cordially aided by Samuel J. Bloomingdale, president, and William G. Lipsey, store superintendent of Bloomingdale Brothers, in the efforts to perfect the buying system.

Another metropolitan store which has shown a decided interest in this movement is that of A. I. Namm & Sons, Brooklyn. Some time ago, Namm's established offices for their buying staff in the Rogers-Peet Building at Herald Square, New York, with the thought that it would be simpler for one buyer to come to New York and see perhaps fifty salesmen than it would be for the fifty salesmen to visit the Namm store

in Brooklyn to see the one buyer. However, this plan, according to the Namm management, did not produce the results hoped for, and they are now constructing two floors for new buying offices to be located adjoining their present store. These two floors are being arranged as conveniently as possible, and in order to obtain the point of view of the salesmen, conferences have been held between the store management and the committee of the National Council of Traveling Salesmen's Associations.

Edgar L. Baum, president of Namm's, and Chester L. Brown, merchandise manager, are personally supervising the perfecting of these arrangements. Among other novel features is a system of duplex offices for each buyer whereby the buyer may be looking at merchandise of one salesman's line in office A, while another salesman is preparing his line in office B.

A Plan to Speed Buying

After completing the examination of A's line, the buyer steps into the other section of his office, which is fully partitioned and separated by a private aisle-way for buyers only, and is ready to look at B's merchandise. When through, without waiting for B to pack up and C to unpack and display, the buyer steps back into the other section of his office and is immediately ready to examine salesman C's line which has been prepared while the buyer has been looking at B's line. And so on. In this manner, not only is the time of examination considerably reduced but it also provides greater privacy for the salesmen and their samples.

The Namm store will also establish a ruling that every salesman must be seen, but that if the buyer is thoroughly in touch with the line, he may be privileged to dismiss examination of merchandise for not exceeding two consecutive trips. A record of each salesman's visit will be kept, on slips, and when the salesman has been refused examination for the third

successive time by any buyer, the slips will come automatically to the attention of the merchandise manager who will personally investigate. This plan enables the store management immediately to detect if there is any prejudice on the part of buyers against any particular salesman, or his house, or his merchandise, which perhaps the salesman himself did not sense, or, if so, might hesitate to report.

Another plan for increasing efficiency is the distribution of buying in certain lines where there is too large a number of salesmen calling on one certain day to make it possible for the buyer to see all the merchandise within the prescribed buying hours. In such cases, it has been found practicable to divide the buying over two mornings by prescribing certain price limits of merchandise to be seen on each morning. That is to say, a buyer for millinery will see hats to retail up to \$5.00 on Tuesday morning, and the better grade hats on Thursday morning.

One of the results of the analysis being made by the National Council of Traveling Salesmen's Associations is the discovery that buyers of certain lines of merchandise seem to have formed an unwritten habit of picking the same mornings to see the same lines of merchandise. For instance, the majority of millinery buyers prefer Tuesday morning. It is apparent that all of the stores "peaking" this load on one morning makes it impossible for salesmen to call on more than one or two offices that day.

An Effort to Improve Conditions

This creates a curtailment of the buyers' market range, as well as visiting a hardship and waste of much valuable time upon the salesmen and their houses. Of course, certain salesmen and their houses are favored by special appointments of the buyers who call to see the lines in the manufacturer's own show-rooms on other than the specified buying days, but the number is limited.

26 MEETINGS A YEAR IN YOUR OFFICE WITH *Leading Advertising* *Experts*



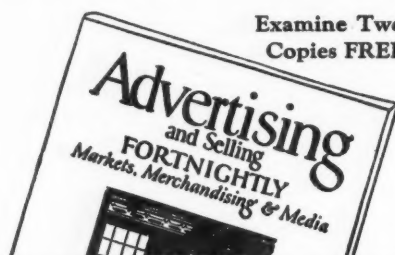
EVERY two weeks they will come to you through the pages of *Advertising and Selling Fortnightly*—the new kind of advertising

magazine—to tell you what they have learned about new ways to advertise and sell. New copy ideas, new plans, new methods that you can lift and adapt to your own business.

You will learn to anticipate these meetings with pleasure, call on them to solve your own problems, refer to them continually.

Let *Advertising and Selling Fortnightly* sell itself to you. Just send the coupon—no money now. After you've seen the two issues, we'll cancel if you say so.

Examine Two
Copies FREE



Advertising and Selling Fortnightly,
9 East 38th Street, New York City
Please enter my subscription to *Advertising and Selling Fortnightly*. You may bill me at \$3.00 a year. After I have examined the first two issues, I will notify you if I do not wish to continue.

Name _____

Address _____

City _____ State _____

Mailing Lists

We are prepared to furnish you mailing lists of every classification all July, 1924, guaranteed 98%. Ask for our General Price List showing 4,000 classifications and 52 page Red Book itemizing them by states. Very valuable information and costs you nothing.

A. F. WILLIAMS, Mgr.

166f West Adams Street, Chicago
Established 1880 Phone Franklin 1182

TESTIMONIALS

Speaking of testimonials, here's one we appreciate
"I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you. Real service."

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Maiden Lane New York City

The National Council of Traveling Salesmen's Associations is desirous of arranging, insofar as it can be done, to "stagger the load" by obtaining a list of the buying days of each of the stores in the metropolitan area, inclusive of Newark, and then to chart this information so that those stores desiring to shift their buying days in certain lines of merchandise to other mornings, not already selected, may do so, thereby encouraging and enabling a larger attendance of salesmen on those days than could be possible at their stores under present conditions.

In addition to its work among the New York stores, the national council is conducting a nation-wide campaign to improve buying and selling conditions in the out-of-town stores, which is meeting with marked success in eliciting the cordial interest and cooperation of the leading merchants of the country.

Buyers Lax on Rules

It is found that much valuable time is lost by salesmen on the road because of the indifference of buyers to the store's own rules, of which fact the interested store managements evidently are not aware. Salesmen report that many times they call at the store show-rooms at the prescribed day and hour, to see certain buyers, who may be kept in their departments by other routine administrative duties; and the salesmen not being privileged to see the buyer on the department floor, have been compelled to wait several hours to show their samples. In many cases, salesmen who are traveling on a very tight schedule and carrying important lines of merchandise, have found it necessary to pass up stores anxious to see their goods, because of other appointments in the same town, and have had to continue on their trip without the buyers of these stores ever having seen their merchandise.

Instances of this kind have been brought to the attention of the merchandise managers of the stores at fault, and considerable improvement is already resulting.

It has also been reported by salesmen, that where their particular merchandise is of such bulk or nature that it cannot be taken with

them to the store show-rooms, requiring the buyer to visit the salesmen's hotel sample rooms, it has been frequently almost impossible to arrange definite appointments, due to the inability to see the buyer on the department floor, to interview him over the telephone, or through the buyer's non-observance of his own store's show room schedule.

While the salesmen have not raised the point as a complaint against out-of-town buyers, it has been remarked often by writers in the trade press that a considerable number of buyers purposely endeavor to curtail their purchases at home in order to come to market on their regular buying trips with a larger appropriation to spend. It is admitted that these buying trips are necessary in order to enable the buyers to keep in closer touch with merchandise at the source of supply, but the salesmen also contend that no buyer in a few days or a few weeks in the market can possibly see all or even a small percentage of the available merchandise in his lines. To disregard the merchandise offerings of many hundreds of salesmen representing other houses located in the market which the buyer visits, as well as from manufacturing centers, which the buyer does not visit, is not only doing an injustice to the salesmen, but is also unfair to his own store.

Prefer Buying from Salesmen

One of the interesting reasons given by a very successful western merchant as to why he prefers to have as much of his merchandise as possible bought from salesmen on the road is, because he finds that the store salespeople take more of an interest in the merchandise when they have been called in to help make the selections.

Another factor is that whereas the buyer may have seen the latest styles being shown in the market on his last trip, the traveling salesmen representing large manufacturers receive express shipments of new models at frequent points on their trips, thereby bringing to the stores in the territory the "newest things out" which the buyer otherwise would not be advised of, until his next trip.

\$700 a Week in Commissions

(Continued from page 886)

"All the confidence in the world and the best possible canvass won't make a salesman succeed if he won't work," declares Smith. "I don't have any set number of hours to work each day or week. I just work until I get through. Now and then I finish by five o'clock, but that is a rare case. Usually it is nine or ten o'clock in the evening when I close my case for the last time. When I say getting through, I mean I have sold the amount I set for myself in the morning. There is a difference in working a set number of hours a week and in working until you have sold the quota set for yourself.

"A salesman may work fifty hours a week, and yet do a very poor business. But if he sets a quota of \$3,000 for the week, and is fair with himself, he will not stop until he has sold that quota.

Quotas in Dollars, Not Hours

"That is the only successful way to work, I have found. If you do not set a quota for yourself, you will never make a success as a salesman. If the quota gets too easy for me to reach, I boost it a notch higher.

"Haphazard calls bring no results. Every night before I go to bed, I decide exactly what I am going to do the next day, and then the next day I do it.

"I keep a permanent record of every canvass I make. When I fail to get an order from a woman, as soon as I leave her, I try to determine why I lost it, and then record the reason in my note book." Smith's note book is full of such notes as, "Mrs. J. W. Copeland, 1251 Wilson Avenue. Thinks slowly. Closed on her too soon. Give longer demonstration next time."

"That note book is my greatest asset," Smith declared. "With it I turn lost prospects into customers. Some salesmen seem to regard a canvass where no order is obtained as just that much lost time, and the prospect as lost forever. I look on such a canvass as

time best spent. I know something about the prospect. I know how not to approach her the next time. I never give up a prospect in my territory. I keep calling on a woman until I find her weak side. She has one if you work long enough to find it."

Smith did not reach his real winning stride until he had a goal to work for. That goal is to beat the prize winner in the organization, a Swede, 57 years old, who speaks brokenly. "I knew that man did not have a single advantage over me. The only thing that was keeping me behind him was myself. I suppose the old bull dog blood asserted itself again. Anyway I set out to beat him. I have not done it yet, but he is fighting hard to keep his place.

"The Swede has a territory in which he can work Sundays. It was this extra day of work that was beating me. There are many Jews in my territory. I knew I could sell them on Sundays for their Sunday is Saturday, so to speak. I worked until two o'clock one morning picking out addresses of the Jews in my territory from the telephone directory. Last Sunday I called on Jews all day, and I sold more than \$700 worth of hosiery to them."

Only One Better

Smith is a sort of philosopher in his way. He is not one of those fellows who claim to know all about women, but he does seem to know a few things about them. He says a woman loves an audacious man. They like to have things taken away from them. "If you ask for an order, you will never get it," he says. "You have to take it away from them. Never let a woman assume a negative frame of mind. If she gets it into her head she can't buy your goods, heaven and earth can't change her mind. Keep her thinking positively. Tell her she needs a dozen pairs of hosiery often enough, and she will take them."

Smith's work shows what can be accomplished if a salesman has the right incentive to exert intensive effort.

Who's Who In Canadian Advertising

If you have anything to sell to the national advertisers of Canada you will welcome the new edition of this directory containing firm names, addresses, names of products, names of advertising managers and agencies employed. Bound in leather, 200 pages, \$25 postpaid. An annual issued by the publishers of

Marketing

Canada's Business Magazine

Obtainable only from
MARKETING PUBLISHERS LIMITED
4 East Wellington Street Toronto, Canada

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

Autopoint

The Better Pencil—Made of Bakelite
Write for our new plan to build your business bigger

AUTOPOINT COMPANY
4619-25 Ravenswood Avenue, Chicago

DIRECT EVIDENCE INCREASES SALES

If your salesmen could show skeptical prospects the testimonial letters and orders which you receive from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use. Write for samples and prices.

AJAX PHOTO PRINT CO., 35 West Adams Street, Chicago

The Reuben H. Donnelley CORPORATION

Specializing on

**Automobile Owner Lists
and Automotive Statistics**

NEVADA

IOWA

TOYCO Promotion BALLOONS

There's a definite way to make Toyco Promotion Balloons increase sales. Ask us to tell you how.

Business Idea Dep't.

The TOYCRAFT RUBBER CO.
ASHLAND, OHIO



MULTIGRAPH USERS!

Write for this free booklet! It is chock full of helpful ideas and practical suggestions for producing better letters on the multigraph. Gives best solutions as worked out by experienced operators. Attach company's letterhead to request.

CHICAGO MANIFOLD PRODUCTS CO.
Dept. 11, 337 W. Madison St. Chicago, Ill.

No Let-Up in Anti-Trust Activities

(Continued from page 892)

cases at a rate practically six times as fast as was the case before the rule went into effect.

I shall probably be asked, as I often am asked, what is the significance of the "dissenting opinions" that so frequently have accompanied the decisions of the commission of late. The "dissenting opinions," generally signed by the same two members of the commission, simply mean that there is an honest division of opinion within the commission itself as to the advisability and the propriety of the new method of procedure. The new policy of the commission is frankly an experiment in the administration of this branch of the law, and the division of opinion merely illustrates how difficult it is to get any five men, be they judges, or commissioners, or everyday business men, to agree on all the points involved in a question arising under the anti-trust laws.

(In his next article, Mr. Montague will begin the discussion of specific practices, taking up the subject of misrepresentation and simulation, including corporate names, trade names, imitation of competitors' advertising, competitors' products, etc.—The Editors)

FORD, BACON & DAVIS, who about a year ago purchased control of the L. C. Smith and Brothers Typewriter Company, have purchased the Corona Typewriter Company. This purchase will result later in a consolidation of the two companies.

ARNOLD H. GOSS, president of the Kelvinator Corporation and former vice-president of the General Motors Corporation in charge of finance, will be president of the new Electric Refrigeration Corporation, which has just been formed as a consolidation of Kelvinator, the Nizer Corporation and the Grand Rapids Refrigeration Company. H. A. TREMAINE will be chairman of the board, the same office he now holds with the Nizer Corporation. J. Robert Crouse of Cleveland will be a member of the executive committee.

WILLIAM H. WOODIN, president of the American Car & Foundry Company, New York City, was elected president of the American Locomotive Company, New York, succeeding the late ANDREW FLETCHER, who was a director of the American Car & Foundry Company and with whom Mr. Woodin had been associated for many years.

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

WANTED—EXPERIENCED SALES MANAGER for large refrigerator company and small iceless unit manufacturer. Desire man not over 42 years of age, capable of developing increase in a business now amounting to well over million per year; also able to give personal attention to few accounts. Prospects for future and increase in salary for right man. Pleasant surroundings in small city of 4,000 people. Box 1293, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

POSITIONS WANTED

SALES MANAGER, WHO KNOWS ADVERTISING—If your factory is small enough to need a man thoroughly competent to take entire charge of sales and advertising, yet big enough to offer a future, and if it is a gentile organization—I can show you a record that may indicate I am the man you want. Now located in Georgia. \$300 minimum, with bigger earnings to follow results. Box 1082, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

SALES PROMOTION

MY SALES AND COLLECTION LETTERS are guaranteed to produce. No cost if they don't. 15 years' experience with Montgomery Ward, Van Camp Packing Co., Sales Management Magazine and others of equal prominence. Fees reasonable. Send complete data first letter for free suggestions. C. M. Aldred, 7th floor, Continental Bank Bldg., Indianapolis, Ind.

\$50 to \$50,000 DAILY SALES DEVELOPED during 26 years for clients by my direct-mail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720, developed in four years sales by mail of half million yearly. Ten years sales promotion manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

BUSINESS SERVICE

AGENTS NAMES NEATLY TYPEWRITTEN from our one day old inquiry letters. Price right. I. World, 166 W. Washington, Chicago.

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Question:

"How big should a business be before it begins to advertise?"

Answer:

"Big enough to back up the advertising"

Statement:

"It's bigness of purpose, of policy, of vision that counts"

Our business is the production of Direct Mail Advertising. Therefore, no matter how small you are or how large, you pick the list and we'll tell the story to as many—or as few—as you like, and we'll produce the advertising letters, folders, booklets or catalogues in our own plant at the price you should pay for quality printing.

RATHBUN-GRANT-HELLER COMPANY

725 SOUTH WELLS STREET

CHICAGO, ILLINOIS

"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents

TORONTO

MONTREAL

WINNIPEG

New Money

(It's just as good as old)

Nobody cares much about the personal appearance of a dollar bill. Crisp and new, or wrinkled and service worn, its purchasing power is just the same.

Right now the country is full of "new money". It is not new in the sense of being crisp, but in new hands, the basis of the "new wealth" we hear so much about.

Everybody has money—
everybody is spending it!

No merchant has time these days to worry about whether money is "new" or "old". If he *does* worry about it, he is not in step, and somewhere a competitor who is too busy to inquire is outstripping him.

There is new money and old in the reader audience of the daily Herald and Examiner. All of it being spent freely. Most of it is being spent with merchants who reach for it through intelligent and consistent advertising.

CHICAGO
HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadock Bldg.

There's Business Here!

The annual survey by the editorial departments of these publications will disclose the extent of the 1926 markets in three prosperous fields for

Raw Materials Equipment

BUILDING SUPPLY NEWS

covers the merchants who sell construction materials to contractors.

BRICK and CLAY RECORD

covers the clay products industry.

CERAMIC INDUSTRY

—the only national medium covering the glass, enamel, pottery, terra cotta and allied industries.

Write for the results of these surveys and how they affect your product.

A.B.C.—A.B.P.

INDUSTRIAL PUBLICATIONS, Inc.
407 S. Dearborn St. Chicago

This Issue at a Glance

ADVERTISING

"What Price Business—When It Is Solicited With a Black Jack?" inquires Cheltenham Bold, waving an editorial firebrand or two at advertising solicitors, who, irked at having been left off "the list," seek to poison the relationship between the client and his advertising agency by strong-armed direct selling over the agency's head. Page 882.

ANTI-TRUST LAWS

The fourth article in the series by Gilbert H. Montague on sales policies and the anti-trust laws appears in this issue. Mr. Montague points out in this article that while there is some opinion to the effect that the Federal Trade Commission has let up in its prosecutions under the anti-trust laws, that this is not at all the case. Page 891.

DIRECT MAIL

The Muncy Woolen Mills of Muncy, Pennsylvania, recently secured two hundred new dealers through a direct mail campaign carried out on a list of 1,000 prospects. Details of this campaign are given in the leading article in the section on "Better Sales Literature." Other literature which comes in for comment in this section this month comes from the *Milwaukee Journal*, Knox Hat Company, Manitowoc Church Furniture Company, Hickey-Freeman Company, Wilson Brothers, and others. Page 893.

HANDLING SALESMEN

Northrup, King & Company, seed manufacturers of Minneapolis, Minnesota, recently made an analysis of the manner in which a salesman spends his time, and the graphic chart made up from the results brought out the fact that only 8 per cent of the average salesman's time was being spent in the presence of buyers. The abnormal amount of time spent in driving from prospect to prospect was another factor brought out in the analysis. The chart and details of results appear on page 885.

JOBBER'S PROBLEMS

Another of the series of surveys covering present marketing tendencies in various of the principal lines of business, appears in this issue. This article deals with merchandising trends in the furniture field. Some of the noticeable tendencies in this field include the increase in buying of high priced furniture through department stores, the increase in buying of low priced furniture through mail order houses, and the pooling of buying interests of small independent buyers. Page 883.

SALES TACTICS

The Alemite Lubricator Company of Michigan discovered that too many of its customers were one-time or once-in-a-while buyers. Upon investigating, they found that this condition was the result of not enough calls—that the buyers too often needed lubricants when the salesman was not around to take the order. A call-up system and a close follow up plan not only remedied this situation, but resulted in a 92 per cent increase in sales the first month. "Making Regular Customers of One Time Buyers." Page 887.

PRICE MAINTENANCE

To ascertain just how manufacturers felt toward the question of price maintenance legislation, *Sales Management* sent out ballots to a partial list of representative firms. The returns from the first mailing indicate that a sharp division of opinion exists as to the desirability of the present proposals before Congress to fix prices by law. Page 879.

SELLING PROBLEMS

A special committee of the National Council of Traveling Men's Associations recently undertook an investigation of means of expediting the buying and selling of goods through department stores and resident buying offices, where the loss of time through absence of buyers, broken appointments, etc., has become a serious question, particularly in the metropolitan centers. This investigation resulted in a series of conferences with the staffs of a number of big stores, notably R. H. Macy's, Namm's and others, and a number of radical improvements have been made as a result. *Sales Management* has taken a hand in the question too, in an effort to gain more consideration for salesmen. Page 881.

SALESMANSHIP

Albert E. Smith, a hosiery salesman for the Pure Silk Hosiery Mills, has the record of earning \$700 a week in commissions on sales made house to house. Smith's average order is \$20, and his weekly sales run close to \$3,000. Page 886.

SALES ORGANIZATION

After the post-war depression, the Willys-Overland Company faced the greatest crisis in the company's history: selling costs were sky-high, the post-war depression had crumpled the market, company stocks reached rock-bottom quotations, and a new era of price cutting competition had set in. In order to meet this situation, John N. Willys, president of the company, undertook a complete reorganization of his sales department. Drastic changes were made, as a result of which the company was able to come through safely and set a new high record for sales during 1925. Details of the reorganization plan are given in an article by J. F. More on page 877.

TRAINING SALESMEN

When the Vacuum Oil Company of New York undertook a study of all types of engines for which their lubricants were used, they found the way not only to reduced costs, but to a new program of training for their salesmen. Under the new training system the company is able to make real producers out of men in six months, where, under the old plan, it had taken at least four years. Page 875.

MARKETS

How to sell to the shoe and leather industry is covered in the last of the articles on selling industrial markets. Page 909.

What 2,000 Executives Have Done to Insure Better Profits for 1926



changes or price revisions before even slight profit losses occur. They will know inventories and requirements to the day; and purchases will be made accordingly.

Selling costs will be lowered because of increased sales to every established customer. New accounts will be added—helping and directing each representative, and keeping their respective institutions constantly before their customers.

Individual accounts will be surveyed regularly and automatically in a manner which will minimize trade abuses and eliminate unprofitable ones. Credits and collections will be followed so as to reduce frozen assets and increase cash discounts.

You are invited to investigate and avail yourself of an ACME CONTROL PLAN, coupled with the manifold benefits it will bring to your business in order that it may be adopted and become operative as of the New Year if you so elect.

Our Service Staff, composed of Business Administration Executives, will gladly select and submit specific departmental forms from the Acme Library involving more than 6,000 commercial records, and make definite suggestions applying to whatever records you might designate for your business. No charge or obligation on your part attends this service.

WITHOUT exception, they first decided upon the necessity for better control—proper records—covering Expense, Production Cost, Sales, Purchases, Credits and Employment. Each decided that only Acme Visible Records would adequately effect such control. Their reasons for reaching this decision are available to you in book form.

Experience has convinced them that record-keeping methods which are not automatic are as obsolete as the antiquated hand machinery of twenty-five years ago, therefore injurious to present day business.

They will know immediately when a production cost begins to rise, instead of after the increase has cut into the profits.

Again, they will know instantly of every advance in material or parts costs, and will make production

Acme Representatives in Most Cities—Consult Phone Directories

ACME

VISIBLE RECORDS EQUIPMENT

ACME CARD SYSTEM COMPANY

116 South Michigan Avenue · Chicago

Offices in Most Principal Cities

ACME CARD SYSTEM COMPANY SM 12-25
116 South Michigan Avenue, Chicago

- ☐ Have representative call.
- ☐ Send catalogue.
- ☐ Send detailed recommendations by mail on handling_____records. (Sample forms enclosed.)

Firm_____

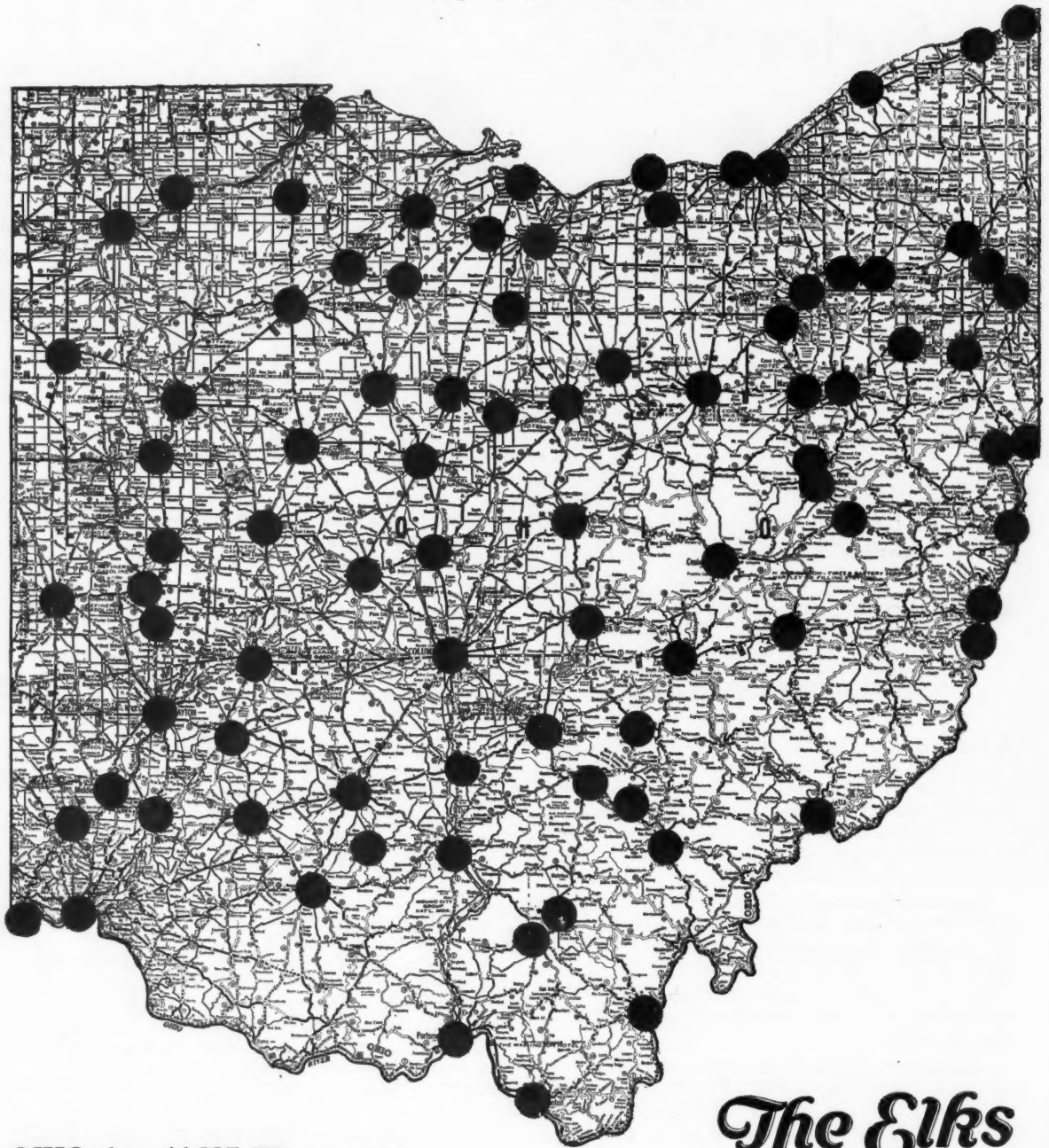
Address_____ City_____

State_____ By_____

OHIO

Dots Represent Elk Clubs

86 Lodges — a lodge in
every important trad-
ing center in the State



OHIO has 46,395 Elks; among them are 2,765 dealers in the following lines of business:—Automobiles, Haberdashery, Drugs, Hardware, Jewelry, Shoes, Furniture, Lumber, Tobacco, Piano, Musical Instruments, Sporting Goods, Florist, Grocery.

The Elks
Magazine

The Largest Magazine
for Men

850,000
Identified Subscribers

50 East 42nd St. New York City

Character, Substance, Courage, Quality

THAT'S the reason for The Sun's position in New York as a great newspaper—a home newspaper for home reading.

That's the reason why The Sun leads all other evening newspapers in New York, both in the quality and quantity of its advertising.

That's the reason why The Sun carried in November 1,541,154 lines of advertising, leading all other evening newspapers in New York by 58,664 lines.

That's the reason why The Sun for five months straight has carried more advertising than any other New York evening newspaper.

That's the reason why The Sun has made a larger gain in the last five months than all the other New York evening newspapers put together.

That's the reason why The Sun's gain in advertising for November this year is 334,424 lines over November last year.

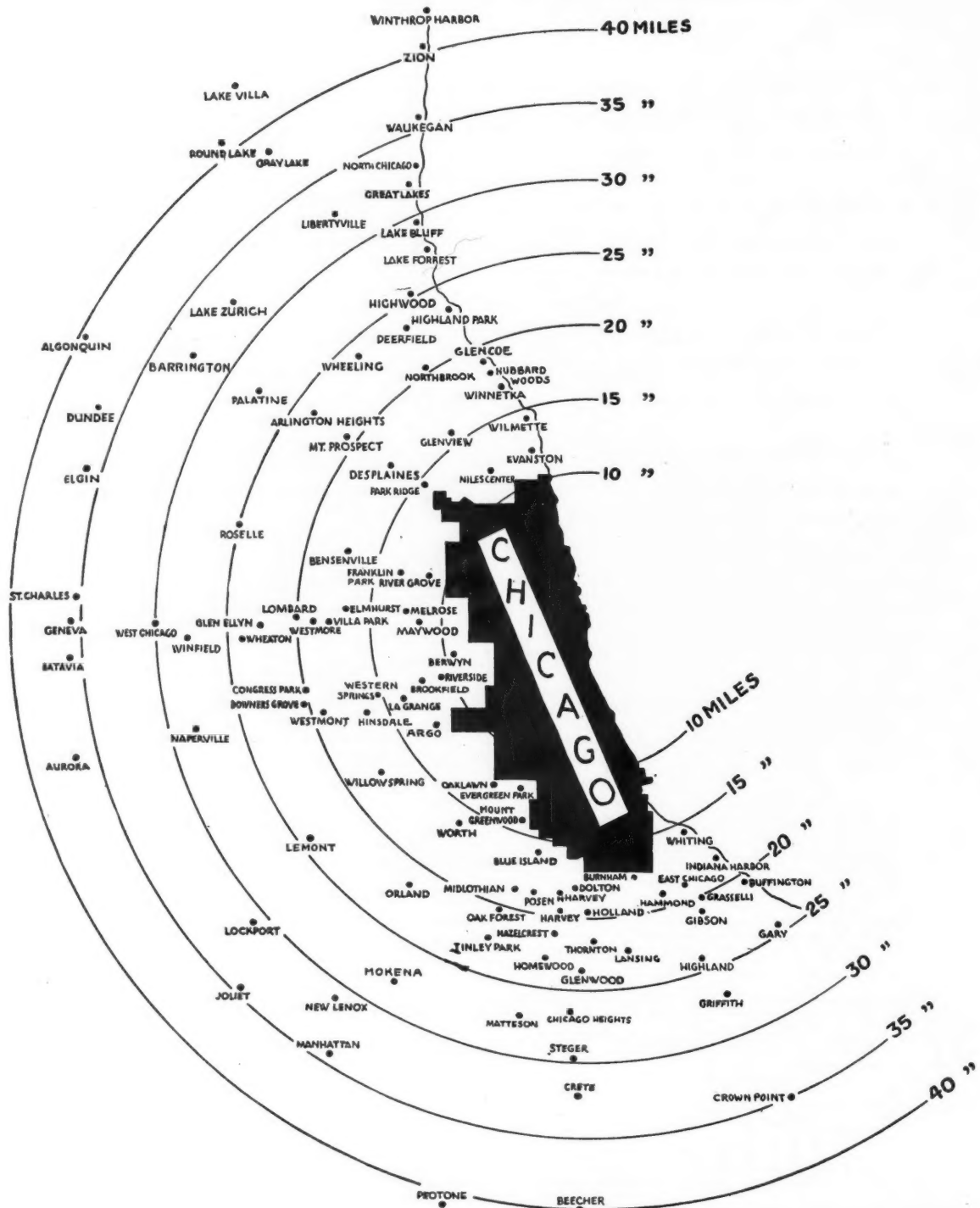
That's the reason why in the last five months The Sun has gained more in advertising in the six working days of the week than any other newspaper in New York, morning or evening, has gained.

The Sun is building right, building with full appreciation of a newspaper's responsibility to the community.

The  **Sun**
280 BROADWAY NEW YORK

WASHINGTON, D.C. BOSTON CHICAGO LOS ANGELES SAN FRANCISCO PARIS LONDON
Munsey Building Old South Bldg. 208 So. La Salle St. Van Nuys Bldg. First Nat. Bank Bldg. 49 Avenue de l'Opera 40-43 Fleet St.

This Is the Chicago Market!



*More than 700,000 homes in
this rich, responsive market*

*More than 400,000 Chicago Amer-
icans sold in this market daily*

92% of the Chicago Evening American's Great Reader Audience Is Concentrated Within A 40-Mile Radius!

Chicago, the second largest and certainly a most compact market, should be considered by national advertisers by ITSELF.

Only in a theoretical way is the day-by-day buying strength of Chicago gathered from Central West territory.

In the shopping radius of Chicago's famous 40-mile territory, and in the city itself, it is modestly estimated there are 700,000 homes. The bulk of expenditures for these homes find their way into the tills of Chicago and suburban shopkeepers and stores.

Paralleling the compactness of this rich, responsive market is the CONCENTRATION of the Chicago Evening American's great circulation—more than 92% of it within Chicago and the 40-mile radius.

You cannot move your goods from the shelves of Chicago dealers with circulation in Nebraska, Wyoming and the Dakotas.

But you can do it by utilizing the CONCENTRATED COVERAGE OF THE CHICAGO EVENING AMERICAN.

CHICAGO AMERICAN

A good newspaper

Largest Circulation of Any Chicago Evening Paper and Third Largest Evening Paper Circulation in America



WINNING AND HOLDING GOOD WILL
OAKLAND SIX

Speaking always with dignity, simplicity, and sincerity, enjoying always a refreshing individuality of appearance, Oakland advertising has made a profound impression on the public.

As the following excerpt from a recent Oakland advertisement indicates, Oakland is now reaping the rewards of a sound product, soundly merchandised, and soundly advertised:

"With sales of the new Oakland Six mounting daily to new high levels, Oakland pauses to reaffirm this pledge Under no circumstances will Oakland depart from the ideals and policies which are winning and holding nation-wide good will."

The Campbell-Ewald Company is proud of its association with the Oakland Motor Car Company which began more than four years ago.

Owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, the Campbell-Ewald organization of over two hundred people is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

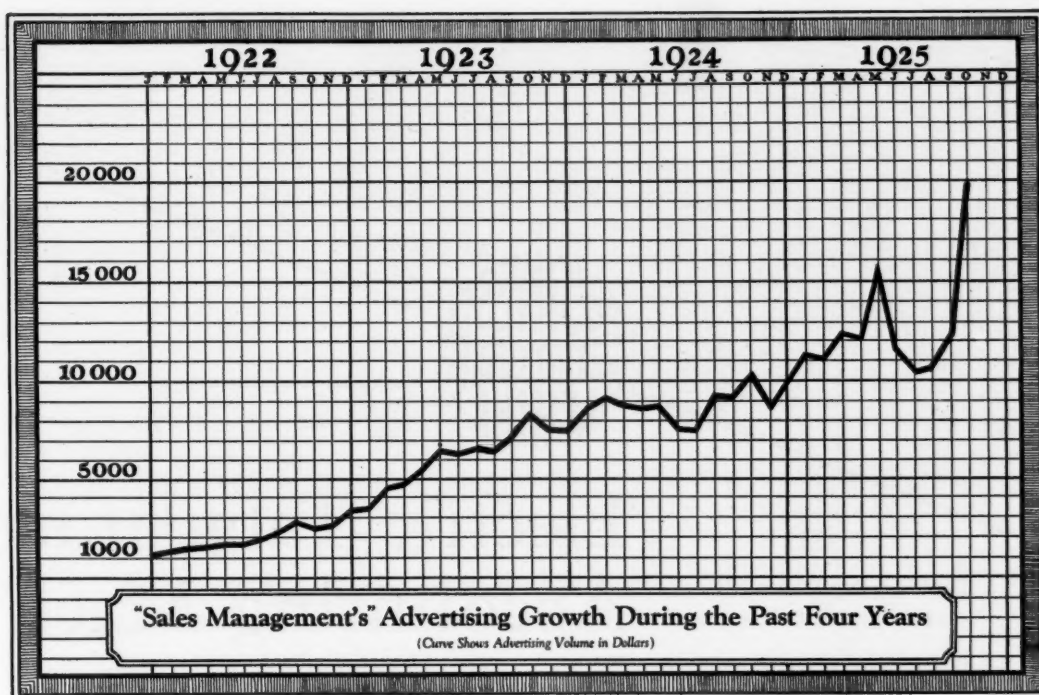
CAMPBELL-EWALD COMPANY

H. T. EWALD, *President*
 E. ST. ELMO LEWIS, *Vice-Pres.*
 GUY C. BROWN, *Vice-Pres. and Sec'y*
 J. FRED WOODRUFF, *Treas. and Gen. Mgr.*



General Offices: DETROIT, MICHIGAN

NEW YORK
 CHICAGO
 CINCINNATI
 LOS ANGELES
 SAN FRANCISCO
 TORONTO



Year In and Year Out Advertisers

THERE are two kinds of advertisers: Those who call once or twice, and quit, and—those who keep calling year after year—never giving their prospect a chance to forget; constantly creating buying impressions in his mind; always pushing him a notch nearer the order. This kind of advertiser finds his investment in SALES MANAGEMENT most fruitful. Here are a few:

	Investment in "Sales Management" Advertising:			
	1922	1923	1924	1925
The Tribune Publications.....	\$915	\$2040	\$3530	\$7135
J. Walter Thompson Co.....	900	998	1408	2004
The Heinn Company.....	920	1130	1480	2105
National Map Company.....	802	1148	1447	2053
Indianapolis News	487	479	1375	1855
U. S. Printing & Lithograph...	350	755	558	2786
Milwaukee Journal	910	1070	1400	1925
Chicago American	400	710	1785	2445
Spokesman-Review	529	1234	1757	1990
Insurance Co. of North America	207	587	930	1036
Western Warehousing	190	330	650	780

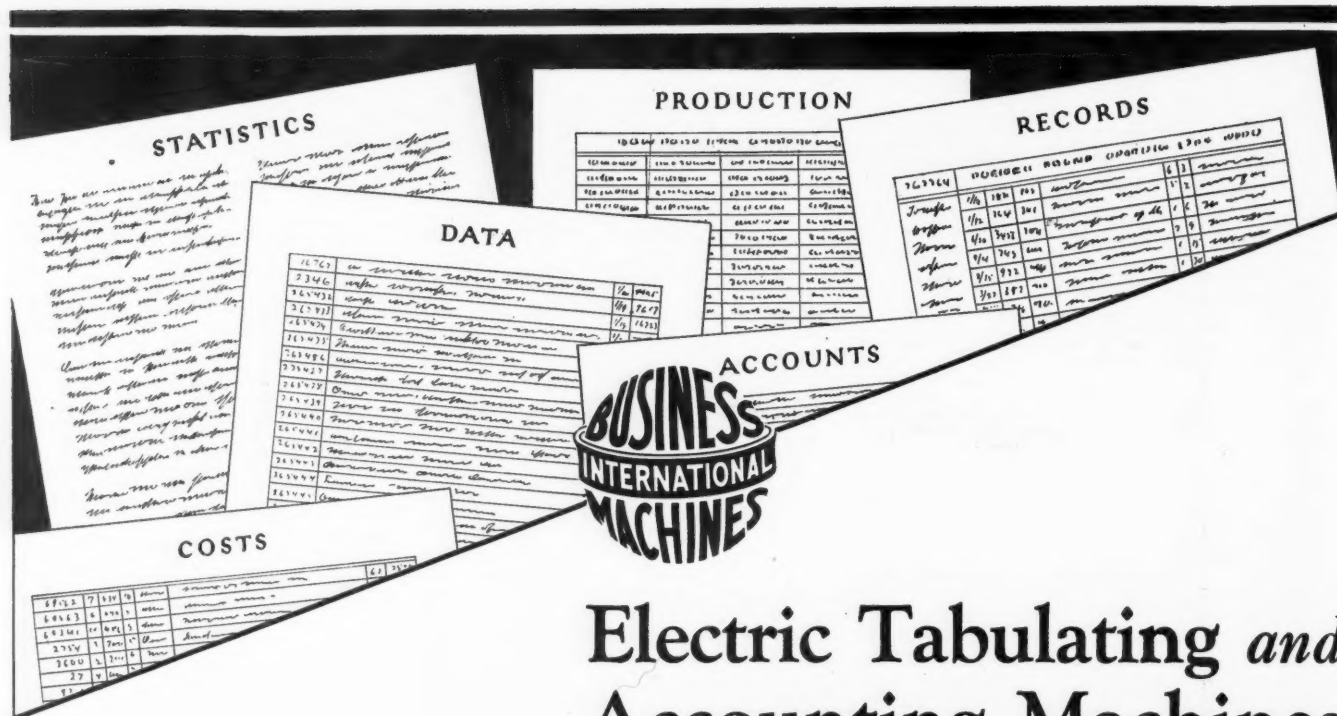
ADVERTISING RATE:
\$160 for a Page This Size

Sales Management

Published Every Other Saturday for Sales and Advertising Executives

19 West Forty-Fourth Street
New York City

4660 Ravenswood Avenue
Chicago, Illinois



Electric Tabulating and Accounting Machines

Give you immediate access to the vital figures of every department of your business—

They not only give faster service, they also give an accuracy that never fails, a completeness of information that meets all demands, and a flexibility that is limitless. Leading sales executives in all lines of business find them invaluable for quick analysis of every sales problem. They give you:

- Report of Stock Turnover.
- Analysis of Sales by Profits, Rates and Classes.
- Reports of Advertising Cost and Sales.
- Report of Geographical Sales.
- Geographical Sales Analysis. (Territories, States, Counties, Towns or other areas)
- Analysis of Branch Sales and Profits.
- Customers' Sales Analysis.
- Analysis of Sales Expenses and Profits by Salesmen.
- Analysis of Sales by Salesmen and by Classes of Merchandise.

Representatives of the Tabulating Machine Company Division of the International Business Machines Corporation are at your disposal through sales and Service Offices in all the principal cities of the world. Write or telephone today for an appointment.

The Tabulating Machine Company Division

INTERNATIONAL BUSINESS MACHINES CORPORATION

50 BROAD STREET ~ NEW YORK, N. Y.



Still Building on Firm Foundations

Advertisers who have relied on
GOOD HOUSEKEEPING—

1888-1925

Daniel Green Felt Shoe Co.
Stewart Hartshorn Co.

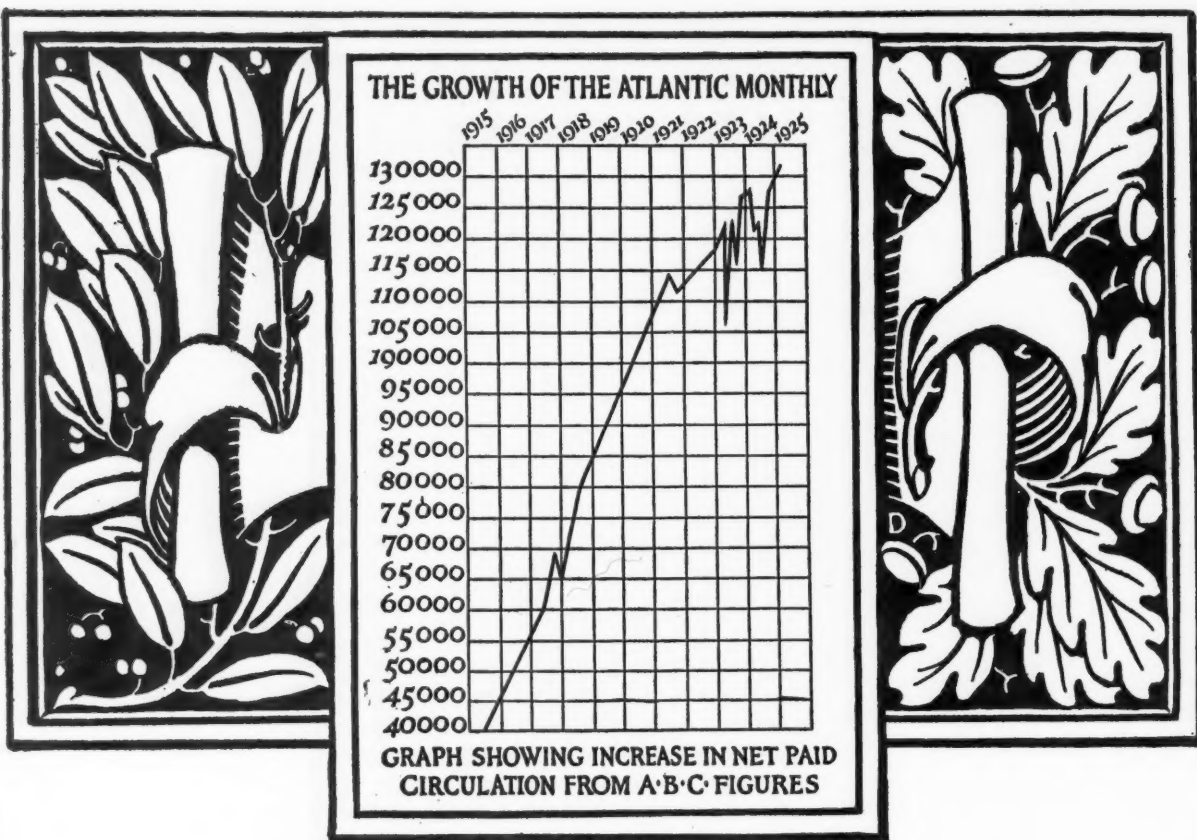
1889-1925

Diamond Crystal Salt Co.
Diamond Dyes
Henry A. Dreer

1890-1925

Armour & Co.
Eastman Kodak Co.
Glenwood Range Co.
Richardson & Boynton Co.

Photo courtesy The Foundation Co.



INCOME TAX LISTS ARE A PICTURE OF ATLANTIC CIRCULATION

PARTICULARLY the "Higher Brackets"—that imposing array of "Who's Who" in finance, commerce and trade—reads like **THE ATLANTIC** subscription list. Moreover, this character of circulation holds good in whatever city, town or state might be selected. To visualize **THE ATLANTIC**, think of the unlimited buying power and tremendous influence of a circulation of over 110,000 comprising the upper parts of the income tax lists from coast to coast.

The plain fact is that the average financial rating of the individual Atlantic subscriber is as high or higher than that of any other publication in the class field. The volume and character of advertising carried in each issue "proves the pudding" and a steadily increasing circulation portrays the growing esteem in which the publication is held by the truly representative citizens who comprise its readers.

If your market is in this class, **The Atlantic** offers you a direct contact and at an advertising rate which includes a liberal circulation bonus. Shall we wire you further facts now? Circulation 110,000 net paid, A. B. C., rebate-backed, guaranteed, plus a substantial bonus. (See Graph.)

THE ATLANTIC MONTHLY

"A Quality Group Magazine"

8 ARLINGTON STREET, BOSTON, MASS.

THE POST-DISPATCH

Overwhelmingly First in St. Louis

Leading the
Second and Third Newspapers
COMBINED

The November advertising measurements of all St. Louis newspapers show the Post-Dispatch *leading the second and third newspapers combined* by an overwhelming margin—214,300 lines of Paid Advertising.

2,338,000

Lines of Paid Advertising
carried by the Post-Dispatch,
alone, during November, 1925.

In Home Merchants' Advertising, the Post-Dispatch carried 1,494,640 lines—the *second and third newspapers combined* failed by 238,240 lines to reach the volume carried by the Post-Dispatch, alone.

Local Lead Far Greater this Year than Last

In November 1924, the Post-Dispatch led the *second and third newspapers combined* by 191,440 lines of Local Display Advertising. In 1925, the Post-Dispatch lead over both was 238,240 lines—an *increase* of more than 24% in the supremacy of the Post-Dispatch over the two COMBINED.

Always FIRST in St. Louis

ST. LOUIS POST-DISPATCH

St. Louis' ONE BIG Newspaper

NATIONAL ADVERTISING OFFICES

NEW YORK
World Building

DETROIT
Book Building

CHICAGO
Tribune Tower

KANSAS CITY
Coca Cola Building

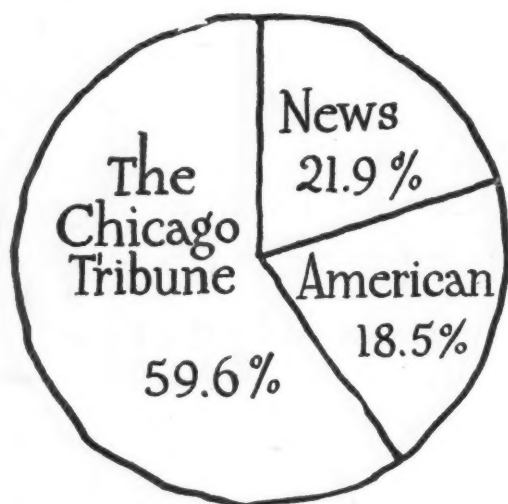
SAN FRANCISCO
564 Market St.

LOS ANGELES
Title Insurance Bldg.

SEATTLE
Terminal Sales Bldg.

Do women buy food as they buy clothes?

GROCERY advertisers and manufacturers of products that are bought mainly by women will be interested in the following figures that demonstrate how buying habits of Chicago women are influenced more by Chicago Tribune advertising than by that of any other Chicago newspaper.



Women's Clothing Advertising

during the first ten months of 1925

Tribune	870,568
News	320,394
American	269,616

The Tribune carried more women's clothing advertising than the News and American combined.

In advertising of children's clothing which is entirely an appeal to women The Tribune, during the first ten months of 1925, carried six times as much lineage as the News and American combined.

Is it not reasonable to expect that the average woman's mind reacts the same toward food advertising as it does toward other things she buys?

The Chicago Tribune

The World's Greatest Newspaper

Circulation Over 700,000 Daily and Over 1,078,000 Sunday

2

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